

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

**AIR FORCE INSTRUCTION 13-1AOC,
VOLUME 3**



2 NOVEMBER 2011

Incorporating Change 1, 18 May 2012

Space, Missile, Command, and Control

**OPERATIONAL PROCEDURES-AIR
OPERATIONS CENTER (AOC)**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: AF/A3O-AC

Supersedes: AFI 13-1AOC Volume 3, 1
August 2005

Certified by: AF/A3O
(Maj Gen Brett T. Williams)

Pages: 126

This Air Force Instruction (AFI) implements guidance in *Air Force (AF) Policy Directive 13-1, Theater Air Control System (TACS), Joint Publication (JP) 3-30, Command and Control for Joint Air Operations* and *Air Force Doctrine Document (AFDD) 2, Operations and Organization*. It covers the Air Operations Center (AOC) weapon system that is provided by the Commander, Air Force Forces (COMAFFOR) when supporting Combatant Commanders (CCDRs) or when executing air, space, cyberspace (United States Air Force [USAF] computers and networks), and information operations. This document describes the processes used by the AOC weapon system (WS) during major contingency operations. AOC units will publish local operating procedures chapter 9 as a supplement to this AFI. They will forward copies to their parent MAJCOM for approval and publication IAW AFI 33-360. Parent MAJCOMs will then forward to ACC/A3C and HAF/A3O-AC for posting to AOC communities of practice (CoP). This AFI applies to all AOC units, including AFRC and ANG AOC units. Differences identified in an AOC Chapter 9 will only apply to that AOC and any aligned or associated air reserve component (ARC) AOC unit. This AFI does not apply to the Civil Air Patrol. Send comments and suggested improvements to this publication on AF Form 847, *Recommendation for Change of Publication*, through chain of command, to HQ ACC/A3C, 205 Dodd Blvd, Suite 101, Langley AFB, VA 23665-2789. Waivers to this AFI will be submitted to ACC/A3C for approval by AF/A3O. This instruction is affected by the Paperwork Reduction Act of 1974 as amended in 1996.

Records management: Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363,

Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>

SUMMARY OF CHANGES

This interim change removes the responsibility for development and publication of the Joint Air Operations Plan (JAOP) from the C2 Plans Team; clarifies the composition and responsibilities of personnel assigned to the Senior Intelligence Duty Officer (SIDO) team; and designate core teams within the Intelligence, Surveillance, and Reconnaissance Division (ISRDR). A margin bar (|) indicates newly revised material

CHAPTER 1—INTRODUCTION	5
1.1. General.	5
1.2. Employment.	5
1.3. JFACC Additional Responsibilities Supported by a JAOC.	6
1.4. AOC Weapon System (WS) Program Responsibilities.	8
CHAPTER 2—AIR OPERATIONS CENTER WEAPON SYSTEM (AOC WS)	10
2.1. Mission.	10
2.2. Component – Headquarters Organizations.	11
Figure 2.1. C-NAF Unit Structure.	12
2.3. AOC Organization.	12
Figure 2.2. JAOC Organization and Functional Teams.	13
2.4. Theater Air Ground System (TAGS).	20
2.5. HQ USAF PAD 10-02 C-NAF C2 Restructure.	20
CHAPTER 3—STRATEGY DIVISION (SD)	22
3.1. General.	22
3.2. Major SD Process Inputs.	22
3.3. SD Processes.	22
3.4. Major SD Process Outputs.	23
3.5. SD Organization.	23
Figure 3.1. SD Organization, Functional Teams, and Major Processes.	24
CHAPTER 4—COMBAT PLANS DIVISION (CPD)	29
4.1. General.	29
4.2. Major CPD Process Inputs.	29
4.3. CPD Processes.	29

4.4.	Major CPD Process Outputs.	29
4.5.	CPD Organization.	30
Figure 4.1.	CPD Organization, Functional Teams, and Major Processes.	30
CHAPTER 5—COMBAT OPERATIONS DIVISION (COD)		36
5.1.	General.	36
5.2.	Major COD Process Inputs.	36
5.3.	Major COD Processes.	36
5.4.	Major COD Process Outputs.	37
5.5.	COD Organization.	37
Figure 5.1.	COD Organization, Functional Teams, and Major Processes	38
CHAPTER 6—INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE DIVISION (ISR)		47
6.1.	General.	47
6.2.	Major ISR Division Process Inputs.	47
6.3.	Major IRSD Process Outputs.	47
6.4.	ISR Division Organization.	47
Figure 6.1.	ISR Division Organization, Functional Teams, and Major Processes	48
6.5.	ISR Division Direct Support to Other Divisions.	62
CHAPTER 7—AIR MOBILITY DIVISION (AMD)		71
7.1.	General.	71
7.2.	Major AMD Process Inputs.	71
7.3.	Major AMD Processes.	71
7.4.	Major Process Outputs.	72
7.5.	Organization.	72
Figure 7.1.	AMD Organization, Functional Teams, and Major Processes	72
7.6.	AMD Personnel and Responsibilities.	74
CHAPTER 8—SPECIALTY/SUPPORT FUNCTIONS		81
8.1.	General.	81
8.2.	Component Liaisons.	81
8.3.	Combat Reports Cell.	83
8.4.	Common Tactical Picture (CTP) Management Cell.	83
Figure 8.1.	JTF JDN Overview	84
8.5.	Airspace Management Team.	85

8.6.	Space Operations Specialty Team (SOST).	88
8.7.	Information Operations Team (IOT).	88
8.8.	Judge Advocate (JA).	93
8.9.	Wx Specialty Team (WST).	94
8.10.	Combat Support Team (CST).	95
8.11.	Knowledge Operations (KO) Team.	96
8.12.	Personnel Rescue Coordination Cell (PRCC).	98
8.13.	Special Technical Operations (STO) Team.	98
8.14.	Regional Air Movements Control Center (RAMCC).	101
8.14.1.	RAMCC Organization.	101
8.15.	Combat Information Cell (CIC).	102
8.16.	Director of Space Forces (DIRSPACEFOR).	102
8.17.	AOC COMMUNICATIONS TEAM (ACT)	102
8.18.	ACT Plans and Programs Function.	107
8.19.	Cyber Operations Liaison Element (COLE).	107
CHAPTER 9—	LOCAL OPERATING PROCEDURES	109
9.1.	General.	109
9.2.	Organization.	109
Attachment 1—	GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	110
Attachment 2—	AOC EQUIPMENT/SYSTEMS LIST	126

Chapter 1

INTRODUCTION

1.1. General. This document describes all the processes used by the AOC WS across the full spectrum of military operations with a primary emphasis on major contingency operations. During smaller-scale contingencies or day-to-day operations, the AOC may not employ all the capabilities or teams described herein. The AOC described in this AFI is both an AF unit and a weapons system that may be employed by the COMAFFOR to exercise control of AF forces, or form the core of a joint (or combined) AOC (JAOC) and be employed by the Joint Force Air Component Commander (JFACC) to exercise control of joint (or combined) air forces. In addition, the COMAFFOR may tailor the organizational construct of their AOC team as required to support their specific mission and available manning. Since the AOC is normally employed, with joint augmentation, as the core of a JAOC, under the command of a JFACC, and since the AOC and JAOC processes and procedures are the same, for purposes of this AFI we will use the terms COMAFFOR and AOC only when addressing AF specific AOC employment and JFACC/JAOC when addressing broader, joint or combined AOC employment. Functional AOCs, to include the 624th Operations Center (AFCYBER), will be addressed in the functional MAJCOM/unit supplements and Chapter 9 due to the specific nature of their organizational structure and differing processes from the geographic AOCs.

1.1.1. During daily operations, if a team or process identified in this AFI or supplement is employed then guidance in this AFI will apply. In support of national security policy, the USAF provides the full range of capabilities to commanders at all levels. The USAF uses the air and space expeditionary task force (AETF) concept to present the appropriate mix of ready forces and a means to command and control (C2) those forces. In addition, the USAF will transition its C2 systems and processes across the full range and all phases of military operations (phase 0 through phase 5) as outlined in Joint Publication (JP) 5-0 Joint Operational Planning. (Phase 0 – Shape; I – Deter; II – Seize the Initiative; III – Dominate; IV – Stabilize; V – Enable Civil Authority.) While joint and USAF doctrine state that one individual will normally be dual-hatted as COMAFFOR and JFACC, the two responsibilities are different, and should be executed through different staffs. Normally, the COMAFFOR executes operational and administrative control of assigned and attached USAF forces through an AOC and the Air Force Forces (AFFOR) staff. The JFACC executes tactical control of joint air and space component forces through a JAOC.

1.1.2. Based on the tenet of centralized planning and control, and decentralized execution, the AOC enables the JFACC to exercise operational-level C2 of air and space forces. When multinational operations are involved, the JFACC becomes a combined force air and space component commander (CFACC). This AFI does not specifically address how to integrate foreign nationals or foreign disclosure concerns when a JAOC becomes a Combined Air Operations Center (CAOC). Finally, although this AFI briefly discusses COMAFFOR responsibilities and Component Headquarters (C-HQ) organization, its focus is on the AOC, a new AFFOR AFI currently in draft will cover these relationships.

1.2. Employment. When conducting combined and joint air, space, and cyberspace operations, the JFC normally designates a JFACC to exercise tactical control (TACON) over air capabilities

and forces in accordance with JP 3-30, *Command and Control for Joint Air Operations*. The JFACC responsibilities, executed through the JAOC, include, but are not limited to the following:

- 1.2.1. Development of the Joint Air Operations Plan (JAOP).
- 1.2.2. Apportionment recommendation for the joint air effort, in consultation with other component commanders.
- 1.2.3. Providing centralized direction for the allocation and tasking of capabilities and forces made available.
- 1.2.4. Providing control, oversight, and guidance during the execution of joint air, space, and cyberspace operations.
- 1.2.5. Coordinating and integrating joint air operations with the operations of other component commanders and forces.
- 1.2.6. Assessing results of joint air operations.
- 1.2.7. Functioning as supported and supporting commander as directed.

1.3. JFACC Additional Responsibilities Supported by a JAOC. Normally, the JFC assigns additional responsibilities associated with air operations to the JFACC. Additionally, the JFACC may provide specialized support to other components. When delegated these responsibilities, the JFACC becomes the supported commander for these theater functions.

1.3.1. **Area Air Defense Commander (AADC).** Since airspace operations, and defense of that airspace and everything below it, are inherently linked and are an integral part of joint air operations, the JFC normally designates the JFACC as the AADC. The AADC is assigned overall responsibility for air and missile defense of the Joint Operations Area (JOA). As the AADC, the JFACC employs the JAOC to coordinate with other components and develop the Area Air Defense Plan (AADP) for JFC approval. Once approved, the JAOC plans, coordinates, and manages air defense and missile operations.

1.3.2. **Airspace Control Authority (ACA).** The JFC normally designates the JFACC as the ACA. The ACA has overall responsibility for controlling the airspace in the JOA and operation of the Airspace Control System in the Airspace Coordination Area. The ACA coordinates, develops, and issues the Airspace Control Plan (ACP) and Airspace Control Orders (ACO), which provide guidance and procedures for use and control of airspace activities.

1.3.3. **Collection Management Authority (CMA).** CMA is the authority to establish, prioritize and validate theater collection requirements, establish sensor tasking guidance and develop theater collection plans. IAW JP 2.01, *Joint and National Intelligence Support to Military Operations*, Collection operation management (COM) is the authoritative direction, scheduling, and control of specific collection operations and associated processing, exploitation, and dissemination resources. COM is the inherent responsibility of the JFACC when delegated the responsibility for theater airborne intelligence, surveillance, and reconnaissance (ISR) operations. The JFACC will also likely exercise Collection Requirements Management (CRM) of assigned units and receive collection requirements from other CRM authorities. IAW JP 2.01, *Joint and National Intelligence Support to Military Operations*, CRM is the authoritative development and control of collection

processing, exploitation, and/or reporting requirements that normally result in either the direct tasking of assets over which the collection manager has authority, or the generation of tasking requests to CMA at higher, lower, or lateral echelon to accomplish the collection mission. How the JAOC supports these responsibilities is delineated in Chapter 6, Intelligence, Surveillance, and Reconnaissance (ISR) Division.

1.3.4. Space Coordination Authority (SCA). The SCA is responsible for coordinating and integrating space capabilities and is responsible for joint space operations planning. In a joint force, the SCA, normally supported by assigned/attached embedded space personnel, serves as the focal point for gathering space requirements in support of the JFC's campaign. To ensure prompt and timely support, the supported Geographic Combatant Commander (GCC) and Commander, USSTRATCOM may authorize direct liaison between the SCA and applicable components of US Strategic Command. These requirements include requests for space services and capabilities to achieve space effects. The SCA develops a recommended prioritized list of space requirements for the JTF based on JFC objectives.

1.3.5. Jamming Control Authority (JCA). IAW JP 3-13.1, *Electronic Warfare*, the JCA is the commander designated to assume overall responsibility for the operation of Electronic Attack (EA) assets in the Area of Responsibility (AOR)/JOA. This responsibility assumes the JCA can access the Joint Communications-Electronics Operating Instructions (JCEOI) and Joint Restricted Frequency List (JRFL), can analyze immediate jamming requests for frequency interference issues (to include harmonic interference), and can ensure positive C2 of jamming assets in order to start/stop jamming activity.

1.3.6. Supported Commander for Personnel Recovery (PR). IAW JP 3-50, *Personnel Recovery*, the supported commander for PR is the joint force component commander designated by the JFC with the overall authority to plan, coordinate, and conduct joint PR operations and activities within the JFC's operational area. If the JFC designates the JFACC as the supported commander for PR, the Joint Personnel Recovery Center (JPRC) should be integrated into the JFACC's JAOC. The JFACC must also retain a Personnel Recovery Coordination Cell (PRCC) capability to plan and conduct combat search and rescue (CSAR) missions in support of JFACC operations.

1.3.7. Provision of a Joint Air Component Coordination Element (JACCE). The JFACC may establish and deploy a JACCE to each land, maritime, and special operations component commanders' headquarters to better integrate air, space, and cyberspace operations with surface/subsurface operations. The JFACC may establish and deploy a JACCE to the JFC headquarters to better integrate air, space, and cyberspace operations within the overall joint or combined force. The JACCE will be sourced from the C-NAF AOC or AFFOR staff, augmentation units or AEF Center/AFPC-identified personnel as well as SMEs from each of the sister services as needed. If possible, the C-NAF commander should establish a working relationship with JACCE personnel before deployment and execution. The JACCE director acts as the air component commander's personal liaison and primary representative to the other commanders in the operation. The JACCE team facilitates interaction and communication between the respective staffs. The JACCE performs a liaison function and is responsible for understanding (and participating in, if possible) the JFC's/JFACC's initial planning and for understanding the other commanders' plans. The JACCE team works with their respective counterparts in the AOC and AFFOR staff (JACCE reachback) to provide the other HQs commander information on the best way to employ air

and space power. This is a two-way relationship in that the JACCE not only provides information flow to the JFACC but must also help ensure JFACC information is flowing to and understood by the JFC, Joint Force Land Component Commander (JFLCC), Joint Force Maritime Component Commander (JFMCC), and/or Joint Force Special Operations Component Commander (JFSOCC) as applicable. JACCEs will participate in training events and exercises with appropriate headquarters organizations to maintain mission readiness.

1.4. AOC Weapon System (WS) Program Responsibilities.

1.4.1. Headquarters Air Force (HAF). AF/A3O-AC provides policy, guidance and advocacy for the AOC WS and is the OPR for this AFI. This division is the HAF Functional Area Manager (FAM) for the AOC WS. AF/A3O-AC is responsible for AOC functional areas to include organizational constructs, crew constructs, training, operations and maintenance funding, Unit Type Code (UTC) development, special experience identifier (SEI) development and other related issues. Other HAF staff agencies provide support as required.

1.4.2. Air Combat Command (ACC). IAW AFPD 10-9, *Lead Command Designation and Responsibilities for Weapons Systems*, ACC is the Lead Command for the AOC WS. ACC/A3 through A3C is the primary office of responsibility for current operations, training, and maintenance issues. AFC2IC/C2C is the primary office of responsibility for AOC WS requirements and modernization. AFC2IC/C2C is also responsible for providing guidance and oversight to the AOC WS System Program Office (SPO) regarding AOC WS sustainment and fielding. For specific Lead Command duties and responsibilities, see AFPD 10-9. Also refer to additional guidance from ACC/CC and SAF/AQ Program Management Directives (PMD). ACC/A3C, in coordination with other MAJCOM and ACC staff offices, is responsible for providing guidance for AOC WS initial qualification training (IQT), mission qualification training (MQT), and continuation training (CT). ACC/A3C also provides oversight for the AOC Formal Training Unit (FTU) and additional AOC IQT courses such as Joint Air and Space Operations Senior Staff Course (JSSC). ACC/A3C will also provide leadership, guidance, and management of AOC tactics, techniques, and procedures (TTP), training task list (TTL) development, AFI development, configuration management, and operating, functional and employment concept development as well as other areas as determined by AF/A3O-AC.

1.4.3. HQ Air Mobility Command (AMC), HQ AF Space Command (AFSPC), HQ US Air Forces Europe (USAFE), HQ Pacific Air Forces (PACAF), HQ AF Global Strike Command (AFGSC) and HQ AF Special Operations Command (AFSOC). MAJCOMs ensure, to the maximum extent possible, augmentees are trained in AOC operations and processes, as well as provide support and guidance in systems and configuration management. Additionally, if required, MAJCOMs will ensure specific training, certification, and evaluation requirements for enabler personnel and Functional AOCs under their direction are identified in supplements to AFI 13-1 AOC, Volume 1, *Ground Environment Training--Air Operations Center*, and AFI 13-1 AOC, Volume 2, *Air and Space Operations Center Standardization/Evaluation Program—Organization and Administration*.

1.4.4. National Guard Bureau (NGB) and HQ Air Force Reserve Command (AFRC). The NGB and AFRC identify, associate and earmark selected units for dedicated AOC support. These units, considered essential “first line” associated forces for their

respective AOC, will conduct regular training, theater visits, and collaborative planning with the aligned AOC. Additionally, NGB and AFRC provide headquarters oversight for all ARC units associated with AOCs. If required, NGB and AFRC will ensure specific training and evaluation requirements for these units are identified in supplements to AFI 13-1 AOC, Volume 1, *Ground Environment Training—Air Operations Center*, and AFI 13-1 AOC, Volume 2, *Air and Space Operations Center Standardization/Evaluation Program—Organization and Administration*.

1.4.5. USAF Warfare Center (USAFWC). The AWFC, through the 505th Command and Control Wing (505 CCW), supports the AOC WS in almost every aspect of training. The 505 CCW provides formal initial WS, division, and team lead training, as well as supports, when requested, follow-on continuation and exercise training. The 505 CCW also supports weapons system testing and experimentation. Additionally, it provides support of the Operational Warfighter/Coalition Warfighter (OW/CW) program and Operational Command Training Program (OCTP) operations. OCTP provides Senior Advisors and subject matter experts supporting peer level feedback to JFACC, AOC Commander, division, and team leads enhancing their skills at the operational level of war. All formal training developed by the 505 CCW for the AOC will be approved by ACC/A3.

1.4.6. Electronic Systems Center (ESC). ESC maintains an AOC systems program office (SPO) for AOC systems integration development, modernization, and certification to participate in the overall USAF C2 enterprise. Per AFPD 10-9, ESC is designated the systems program manager (SPM) for the AOC WS. For specific SPM responsibilities, reference AFPD 10-9, *Lead Command Designation and Responsibilities for Weapons Systems*.

1.4.7. Air Force Personnel Center (AFPC). AFPC is responsible for assigning individuals E-1 through O-5 to an AOC and ensuring these individuals are assigned to the AOC FTU via permanent change of station (PCS). Additionally, they update and maintain AOC SEIs in the *Air Force Officer Classification Directory* and *Air Force Enlisted Classification Directory* as directed by AF/A3O-AC. They maintain a record of AOC personnel who were awarded an AOC SEI. They manage career development for professional C2 warriors with AOC experience. They also establish procedures for tracking AOC experience and facilitate MAJCOM sourcing of experienced AOC personnel.

Chapter 2

AIR OPERATIONS CENTER WEAPON SYSTEM (AOC WS)

2.1. Mission. The AOC provides operational-level C2 of air, space, and cyberspace operations. It is the focal point for planning, directing, and assessing air, space, and cyberspace operations to meet JFACC operational objectives and guidance. The regional scope of Geographic AOCs and disparate, global scope of Functional AOCs, require AOCs to be tailored to efficiently and effectively plan and execute their steady-state missions. Although the USAF provides the core manpower for the AOC, other service components provide personnel in support of exercises and contingency operations. The AOC coordinates closely with superior and subordinate C2 nodes, as well as the headquarters of other functional and service component commands to integrate the numerous aspects of air, space, and cyberspace operations and accomplish its mission. Actions at the joint force level establish the requirements for the Theater Air Ground System (TAGS), to include the CCDR's guidance, perspective, and strategy for the AOR (the JFC's JOA strategy [if the JFC is not the CCDR], command organization, and relationships; the campaign plan; assignment of objectives; and apportionment of forces). Personnel assigned to, or working with, the TAGS must understand the decision processes and problems associated with the operational and tactical levels of command. Armed with this knowledge, commanders and staffs will better understand TAGS functions and how to work within the system to receive or give support. The AOC is the senior element of the Theater Air Control System (TACS) which, along with the Army Air to Ground Systems (AAGS), Marine Air Command and Control System (MACCS), Navy Tactical Air Control system (NTACS), and the Special Operations Air Ground System (SOAGS) comprise the TAGS. The TACS is composed of airborne and ground-based C2 elements. Airborne elements of the theater air control system (AETACS) are the Airborne Warning and Control System (AWACS) and the Joint Surveillance Target Attack Radar System (JSTARS). The ground elements are the AOC, Control and Reporting Center (CRC), Air Support Operations Center (ASOC), and Tactical Air Control Party (TACP). To effectively integrate the TACS elements, the AOC develops and establishes theater-wide C2 guidance of regular and irregular warfare (IW), providing overarching direction to all the TACS elements. For further information on the TAGS/TACS, see AFTTP (I) (MTTP), *TAGS* and AFTTP 3-1, *TACS* and other TACS WS TTPs. IAW AFDD-2, *Operations and Organization*, the *primary functions performed by the AOC are:*

2.1.1. Develop strategy and planning documents from phase 0 through phase 5 that integrate air, space, and cyberspace operations (IO) to meet JFACC objectives and guidance.

2.1.2. Task and execute day-to-day air, space, and information operations; provide rapid reaction, positive control, and coordinate and deconflict weapons employment as well as integrate the total operations effort.

2.1.3. Receive, assemble, analyze, filter, and disseminate all-source intelligence and meteorological and oceanographic (METOC) effects information to support air, space, and cyberspace operations planning, execution, and assessment.

2.1.4. Issue airspace control procedures and coordinate airspace control activities for the ACA when the JFACC is designated the ACA.

2.1.5. Integrate space capabilities and coordinate space activities for the JFACC.

2.1.6. Issue space control procedures and coordinate space control activities for SCA when the JFACC is designated as SCA.

2.1.7. Provide overall direction of air defense, including theater and ballistic missile defense (TMD/BMD), when the JFACC is designated the AADC.

2.1.8. Plan, task, and execute the theater USAF airborne ISR mission.

2.1.9. Conduct operational/tactical level assessment to determine mission and overall effectiveness as required by the JFC to support the theater assessment.

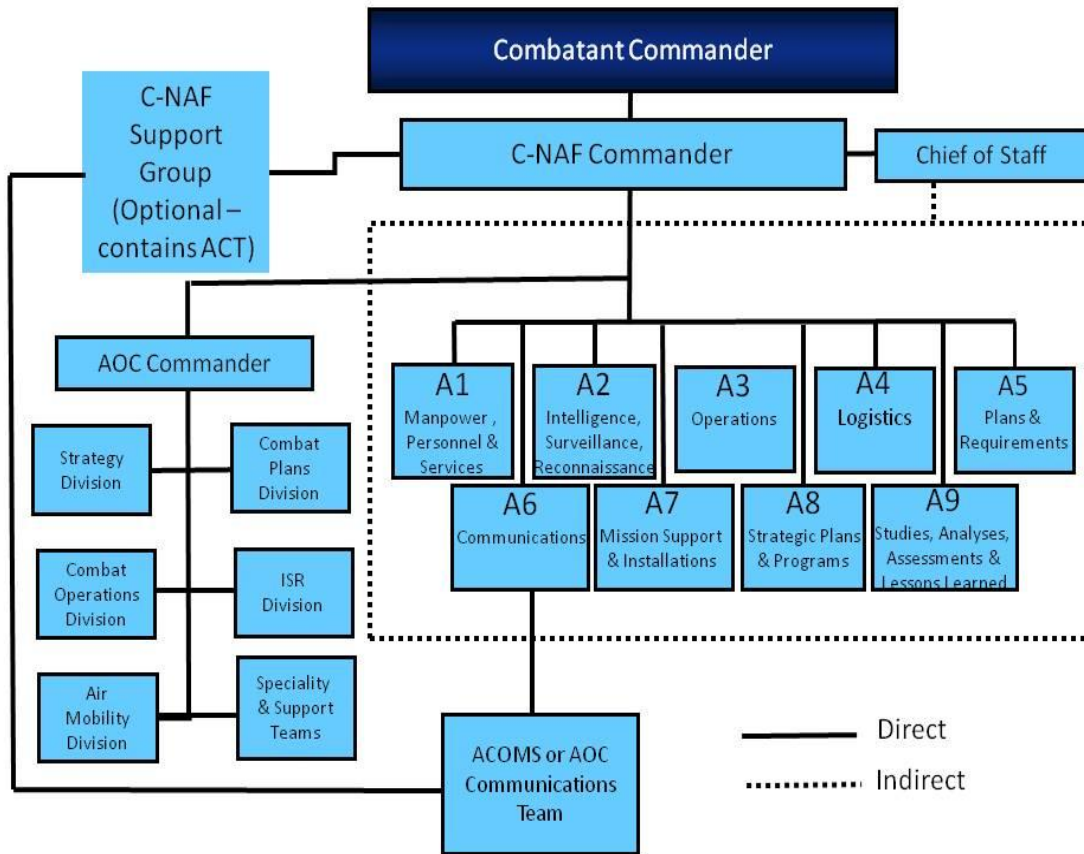
2.1.10. Produce and disseminate ATOs, ACOs, Special Instructions (SPINS), operational tasking data link (OPTASK LINK), tactical operational data (TACOPDAT), and COP guidance, and any associated changes.

2.1.11. Plan and task air mobility operations according to the theater priorities.

2.1.12. Specific functions of the AOC can be found in unit standard operating procedures.

2.2. Component – Headquarters Organizations. AF components to Unified Combatant Commands are made up of a Component MAJCOM (C-MAJCOM) only (e.g. PACAF), a Component MAJCOM and a Component NAF (C-NAF) (e.g. USAFE and 3rd AF) or a Component NAF only (e.g. USAFCENT). Component Headquarters will include, at a minimum, the ability to exercise command and control (normally an AOC) and an Air Force Forces (AFFOR) staff. C-NAFs are NAFs that serve a component role, either subordinate to the component MAJCOM or as a service component. USAF component functions are integrated into existing MAJCOM and NAF structures defined in AFI 38-101, *Manpower and Organization, AF Organization*. C-NAF headquarters will be properly structured, equipped, manned, and trained to execute C2 of air, space, and cyberspace operations assigned or attached to the unified component commander (UCC) for day-to-day operations with the ability to accept additional AOC forces for any increase in UCC mission tasking or direction. A C-NAF will normally look as shown in [Figure 2.1 C-NAF Unit Structure](#).

Figure 2.1. C-NAF Unit Structure.



(Note: The AOC is an AF unit. The AOC Commander is responsible for the day-to-day readiness of the AOC. When the AOC is employed in contingency operations, the AOC should be prepared to transition, with appropriate joint augmentation, to a JAOC and the AOC commander should be prepared to serve as the JAOC Commander.)

2.3. AOC Organization. The AOC organization includes an AOC Commander, five divisions (Strategy; Combat Plans; Combat Operations; Intelligence, Surveillance, and Reconnaissance; and Air Mobility), and multiple specialty and support teams. Depending upon the mission, scope and level of effort, each AOC will configure appropriately and integrate numerous disciplines in a cross-functional team approach to monitoring, assessing, planning and executing (see [Figure 2.2 AOC Organization and Functional Teams](#)). The specific organization and processes for each AOC division will be discussed in later chapters. AOC Commanders and direct reporting AOC positions will be discussed below. Not all of the organizations and capabilities shown in [Figure 2.2](#) may exist in an AOC during peacetime and/or major contingency operations because of the specific scope or mission of that AOC.

Note: Only primary, recommended, crew position AFSCs are listed in this volume. Additional and suitable substitute crew position AFSCs are codified in the unit's UTC.

Liaison Element (COLE) Lead or IO team lead for cyberspace efforts and effects and the process improvement team (PIT). AOC Commander responsibilities include:

- 2.3.1.1. Supervise and direct the operations of the AOC, to include all periodic JFACC update briefings, crew changeover briefings, training, and orientation.
- 2.3.1.2. Provide expertise to JFACC staff or Air Planning Group (APG) to assist in translating JFC and JFACC guidance into a coherent air, space, and cyberspace operations plan (e.g., Joint Air Operations Plan [JAOP] and supporting plans). Provide updates to JAOP and supporting plans as required and oversee development of Air Operations Directive (AOD).
- 2.3.1.3. Provide the JFACC a recommendation that apportions joint air, space, IO and cyberspace capabilities, proposes allocation guidance, and prioritizes activities for accomplishing air, space, and cyberspace tasks, to include targeting.
- 2.3.1.4. Translate JFC and JFACC guidance into appropriate resource allocation necessary to develop the Air Battle Plan (ABP). This allocation should be expressed as a weight of air, space, and cyberspace operations effort applied to accomplish air, space, and cyberspace operations tasks in support of joint objectives.
- 2.3.1.5. Ensure the ATO message conveys all appropriate guidance.
- 2.3.1.6. Direct monitoring, evaluation, and adjustments needed to execute the ATO in order to meet changing theater situations.
- 2.3.1.7. Act as the approval authority for prioritization of those communications essential to the AOC.
- 2.3.1.8. As directed by JFACC, identify operational priorities and intelligence needs for appropriate intelligence collection, analysis, production, and dissemination actions; coordinate information and display requirements necessary to support the AOC divisions; integrate operations security (OPSEC) into all plans and operations.
- 2.3.1.9. Coordinate support procedures with the Army Battlefield Coordination Detachment (BCD), Naval and Amphibious Liaison Element (NALE), Marine Liaison Element (MARLE), Special Operations Liaison Element (SOLE), allied nations, and any other support agencies.
- 2.3.1.10. Establish contingency plans and procedures for elements of the TACS that may be disabled or forced into performing autonomous operations. Normally, this includes an alternate/backup AOC capability.
- 2.3.1.11. Approve contingency plans and procedures for elements of the TACS that may be disabled or forced into performing autonomous operations.
- 2.3.1.12. Ensure positional guides, worksheets, and procedural checklists are developed, reviewed, and updated by division, specialty, and support team chiefs.
- 2.3.1.13. Ensure configuration control is maintained within AOC systems. Chair a site configuration review board (CRB). Recommended CRB membership should include representation from each AOC division. Recommended CRB advisors should include the chief, AOC communications team (C-ACT), configuration manager (CM), weapon

systems manager (WSM), information assurance manager (IAM), specialty, support, and other service liaison teams.

2.3.1.14. Appoint a CM in writing. CM should ensure copy of appointment letter is forwarded to ACC/A3C.

2.3.1.15. Ensure a site configuration control plan (CCP) is developed and published. Site CCP's are subordinate to the AOC WS System Program Office (SPO) Configuration Management Plan (CMP) and applicable operating command annex. Site CCP's should be current and adhered to in order to maintain configuration control of their AOC WS as-built site baseline. Site CRB approved CCP will be posted to the AOC WS Configuration Management CoP.

2.3.1.16. Ensures continuation of mission essential functions (MEFs) through development and maintenance of a continuity of operations (COOP) plan.

2.3.2. **Strategy Division (SD).** The SD chief and personnel concentrate on both long range and near-term planning (phase 0 to phase 5) of air, space, and cyberspace operations to achieve theater objectives by developing, refining, disseminating, and assessing the JFACC strategy guidance. SD activities are primarily reflected in the joint air operations plan (JAOP), the air operations directive (AOD), and the operational assessment report (OAR). The SD is divided into three teams: strategy plans team (SPT), strategy guidance team (SGT), and operational assessment team (OAT). In peace time, the information operations (IO) team which supports all AOC divisions is administratively under the SD chief. When in contingency operations the IOT is considered a specialty team and will be discussed in chapter 8. Despite proximity to the ATO planning, production, and execution areas within the AOC, SD personnel should not become caught up in execution details. See [Chapter 3](#) for an in-depth discussion of the SD.

2.3.3. **Combat Plans Division (CPD).** The CPD chief and personnel have the responsibility for near-term AOC planning (within 48 hours prior to ATO execution). CPD is divided into four teams: targeting effects team (TET), master air attack planning (MAAP) team, ATO production team, and C2 plans team. The primary products of CPD processes are the ATO and related documents (e.g., ACO, ACP, joint integrated prioritized target list [JIPTL], SPINS, the ISR synchronization matrix, TACOPDAT, and inputs to OPTASK LINK messages). Additionally, various specialty/support personnel are embedded in the CPD. See Chapter 4 for an in-depth discussion on the CPD.

2.3.4. **Combat Operations Division (COD).** The COD chief or chief of Combat Operations (CCO) and COD personnel concentrate on execution of the current ATO and ACO (e.g., the 24 hour execution period of the ATO). The COD is divided into four teams: offensive operations team, defensive operations team, interface control team, and senior intelligence duty officer (SIDO) team. See Chapter 5 for an in-depth discussion on the COD.

2.3.5. **Intelligence, Surveillance and Reconnaissance Division (ISRD).** The ISR Division Chief and personnel are responsible to the JFACC and JAOC for assessing and anticipating adversary activity in the operational environment, managing ISR operations, and developing dynamic targeting strategies in order to rapidly, discreetly and efficiently achieve the JFACC/JFC priority effects. The ISR division is comprised of four teams: analysis, correlation, and fusion (ACF) team; targets/tactical assessment (TA) team; ISR Operations

team; and the processing, exploitation and dissemination (PED) management team. Additionally, as mission needs dictate, the ISR division integrates ISR personnel within other teams in the AOC. See Chapter 6 for an in-depth discussion on the ISR division.

2.3.6. Air Mobility Division (AMD). The AMD chief and personnel plan, coordinate, task, and execute the air mobility mission in support of the AOC air, space, and cyberspace operations planning and execution processes. The AMD consists of four teams: airlift control team (ALCT), air refueling control team (ARCT), air mobility control team (AMCT), and aeromedical evacuation control team (AECT). Representatives within the AMD will be matrixed throughout other divisions. See Chapter 7 for an in-depth discussion on the AMD.

2.3.7. AOC Commander's Staff.

2.3.7.1. ATO Coordination Team. (AFSC: 11/12/13/14). The AOC Commander will determine the size of the overall ATO coordination team. Each ATO is assigned an experienced two-person or greater cell. ATO coordinators are active participants in key AOC battle rhythm processes throughout the entire ATO cycle; help ensure effective and efficient production, dissemination, and execution of each assigned ATO; and ensure guidance is appropriately/accurately integrated and maintained in all applicable AOC processes. As the primary focal point for their assigned ATO, ATO cells help maintain continuity of effort across the seams between AOC divisions/teams and resolve issues as required. ATO coordinators should have appropriate special technical operations (STO) and special access program (SAP) clearances to facilitate coordination required to adequately integrate the planning and execution of each ATO and associated STO and SAP activities. If required, additional expertise from space, IO, and intelligence can be added to the team. Specific ATO Coordinator duties can be found in AFTTP 3-3.AOC, *Operational Employment - AOC*.

2.3.7.1.1. ATO Coordinator.

2.3.7.1.1.1. Develops and posts ATO coordination team schedule with ATO association.

2.3.7.1.1.2. Attends and participates in meetings and activities of key AOC teams during ATO development process.

2.3.7.1.1.3. Monitors and manages ATO Folder to include feedback and supplemental sheet production.

2.3.7.1.1.4. Executes ATO coordinator checklist. Example of checklist is available in AFTTP 3-3.AOC, *Operational Employment - AOC*.

2.3.7.2. Weapon System Manager (WSM). The WSM is formerly known as the C4I system manager. The WSM and the C-ACT are responsible to the AOC/CC and the AOC Commanders for the setup and successful operation of all systems integrated into the AOC WS site baseline. (AOC WS baseline configuration falls under the AOC/CC duties and responsibilities with inputs from AOC Commanders and C-ACT when needed.) The WSM should have extensive knowledge of the AOC systems. The WSM liaises with the AOC/CC, the C-ACT, and the configuration manager (CM) to identify, validate and prioritize requirements. The WSM also ensures AOC systems are installed, configured, and operating in a manner that meets operational needs and satisfies the site

specific engineering plan (SSEP). The WSM works with all AOC divisions, teams and other entities and agencies as required. Specific WSM duties can be found in AFTTP 3-3.AOC, *Operational Employment - AOC*.

2.3.7.2.1. WSM Responsibilities.

2.3.7.2.1.1. Develop AOC WS floor plan.

2.3.7.2.1.2. Develop AOC systems significant events calendar.

2.3.7.2.1.3. Develop systems permissions matrices.

2.3.7.2.1.4. Provide support to AOC configuration management team.

2.3.7.2.1.5. Provide inputs to management of all systems in the AOC.

2.3.7.2.1.6. Conduct comprehensive system validation testing.

2.3.7.3. Configuration Manager (CM). The AOC CM administrates and facilitates AOC WS configuration management for the AOC/CC. Additionally, the AOC CM, principally in conjunction with the AOC IAM, SPO IAM, and lead command IAM helps resolve AOC WS site security and accreditation issues. The AOC CM ensures all AOC WS configuration changes are addressed through the system of record configuration management plans and processes. The AOC CM will properly act upon all changes to maintain a level of configuration control and security consistent with the requirements established in AOC WS CM plans and all applicable DoD and AF information assurance, certification and accreditation directives and instructions. Current AOC site CM duties, functions and processes include:

2.3.7.3.1. Report to AOC/CC or CRB for implementation and strict compliance with the AOC WS CRB approved and released enterprise change notice/implementation plan (ECN/IP).

2.3.7.3.2. Report to the AOC/CC and CRB for compliance with the lead command CMP, applicable operating command annex, and site CMP.

2.3.7.3.3. Develop the site CMP for the CRB's review and AOC/CC's approval and posting. Ensure AOC/CC and or CRB recommended changes to site CMP reflects current lead command and applicable operating command guidance. Ensure CMP updates are coordinated with lead command and applicable operating command prior to forwarding to AOC/CC for approval.

2.3.7.3.4. Serve as AOC/CC focal point and principle advisor for AOC day-to-day CM decisions, site CRB meetings, and any other duties and responsibilities assigned via site CMP.

2.3.7.3.5. Maintain current as-built site configuration via the approved CM status accounting tool including, site CRB and operating command CRB approved variances.

2.3.7.3.6. Establish and maintain strict control of Master Media and Documentation Library.

2.3.7.3.7. Host configuration meetings and assist with activities to include site activation task force, site survey, CM staff assistance visit (SAV), CM audit, physical inventory, and inspector general operational readiness inspection as requested.

2.3.7.3.8. Coordinate with site users and develop procedures to prepare and submit AOC WS enterprise change requests (ECRs) via the CM status accounting tool IAW AOC WS SPO CMP, lead command CMP, and applicable operating command annex.

2.3.7.3.9. Process site requests for variance (RFV) IAW the AOC CMP. Ensure AOC/CC is aware and he/she accepts all risk and operations and maintenance responsibilities associated with the variance. It is important to note that, while the AOC/CC cannot accept risk for the network, he can accept risk for the mission by using applications and systems that are approved for the network, but are not a part of the AOC WS baseline.

2.3.7.3.10. Participate in AOC WS Working Group activities as requested.

2.3.7.3.11. Establish a separate organizational e-mail account on Non-secure Internet Protocol Router Network (NIPRNET) and Secret Internet Protocol Router Network (SIPRNET) to facilitate communication on configuration management issues.

2.3.7.3.12. Establish and conduct initial and annual configuration management training to brief/inform all AOC personnel of site CMP and local configuration standards. Initial training will be conducted within six weeks of arrival of newly assigned AOC personnel and annually thereafter.

2.3.7.3.13. Coordinate Joint World Wide Intelligence Communication Systems (JWICS) Certificate to Field (CtF) and Approval to Operate (ATO) with DoD Intelligence Information Systems (DoDIIS) site IAM.

2.3.7.3.14. Perform and document semi-annual configuration management audit.

2.3.7.3.15. Ensure site point of contact and shipping information are kept current and posted in the site specific information folder associated with the AOC or MAJCOM on the IM CoP.

2.3.7.3.16. Ensure approved site CMP is posted to the AOC WS configuration management library CoP, site specific folder.

2.3.7.4. Information Assurance Manager (IAM). The IAM is responsible to the AOC Commander for establishing, implementing and maintaining the information assurance program of a DoD information system or organization. The program shall include procedures for:

2.3.7.4.1. Ensuring that protection and detection capabilities are acquired or developed and are consistent with the DoD Component-level IA architecture.

2.3.7.4.2. Authorizing the use of DoD information system software, hardware, and firmware.

2.3.7.4.3. Addressing IA in the management of the DoD information system configuration.

2.3.7.4.4. Mitigating identified IA vulnerabilities, and reporting and responding to IA violations and incidents.

2.3.7.4.5. Continuity of IT and IA services.

2.3.7.4.6. Tracking compliance with the IA Controls applicable to the DoD information system and reporting IA management review items, such as C&A status, compliance with personnel security requirements, compliance with training and education requirements, and compliance with CTOs, IAVAs, and other directed solutions.

2.3.7.5. AOC Process Improvement Team (PIT). The AOC PIT is formed and directed by the AOC Commander. The team's purpose is to evaluate overall effectiveness of the AOC WS and develop recommendations to improve information flow within the AOC. The team focuses on AOC processes, and data and information flows and recommends changes that will improve the flow of information throughout the AOC. Data flow is one of the most challenging areas in the AOC. Lessons learned from recent AOC operations make it clear there must be an established data management plan (DMP) prior to beginning of a conflict. The AOC PIT, when established, will develop the DMP portion of the knowledge operations plan. The DMP is a plan (approved by the AOC Commander or delegated authority) that establishes collection personnel, collection responsibilities, and data elements to be collected. It also establishes the format in which the data will be submitted. The AOC PIT consists of a small cadre of operators, communicators, process and system engineers and operations research analysts, who oversee, evaluate and help improve processes and data flow within the AOC. The cadre is led by a senior analyst responsible to the AOC Commander.

2.3.7.5.1. AOC PIT Chief. A senior AOC member familiar with AOC operations and has an in-depth understanding of AOC roles and responsibilities and how AFFOR staff and outside agencies support and interact with the AOC. This individual will ensure AOC PIT members fully understand AOC processes and data flow requirements in the knowledge operations plan (formerly known as the information management plan).

2.3.7.5.2. AOC PIT Manning and Organization. Operations research analysts, operators, communicators, intelligence analysts, process and systems engineers, and air mobility experts comprise the AOC PIT. Initial assignments should be focused on internal (by division) processes and external (joint, coalition, partner nation (PN) other government agency [OGA], etc.) relationships enabling AOC PIT to observe, document, and assist in ensuring data flow and processes support overall AOC processes. The goal is to understand how internal AOC organizations interact with each other as well as how those same organizations relate to other organizations outside the AOC and to improve AOC processes.

2.3.7.5.3. AOC PIT Processes.

2.3.7.5.3.1. Identify the AOC PIT members. After identification, if a process analyst is not available at the NAF/MAJCOM, augment with personnel who can develop required products.

2.3.7.5.3.2. Develop draft integrated DMP tailored for local operation.

2.3.7.5.3.3. Develop and document in an integrated DMP report.

2.3.7.5.3.4. Analyze trends and improvements in data collection in the AOC.

2.3.7.5.3.5. Develop recommendations and solutions to correct deficiencies and improve AOC processes and division integration.

2.4. Theater Air Ground System (TAGS). The AOC plans and executes the air tasking order (ATO), airspace control order (ACO), data link guidance etc. with inputs from the entire C2 organization which includes numerous tactical air and ground C2 weapons systems from all services grouped under the name TAGS. For further information on the TAGS, recommend reading Air, Land, and Sea Application Center (ALSA) Publication titled *TAGS*. (https://wwwmil.alsa.mil/mttp_links/tags.html)

2.5. HQ USAF PAD 10-02 C-NAF C2 Restructure. This Program Action Directive (PAD) was developed to identify how forces are to be organized to support global contingency operations and provide operational command and control and operational support through the AOC and Air Force Forces (AFFOR) staff. In addition, the PAD established manning at AOCs to be capped to support Phase 0 and 1 operations. To mitigate the risk of reduced manning three risk mitigation efforts were established. The risk mitigation efforts are the Rapid Augmentation Team (RAT), Operational Support Center (OSC), and the refinement of the Air Reserve Component (ARC) aligned units. Further information can be found in the 2 June 2010 HQ USAF PAD 10-02.

2.5.1. Operational Support Center (OSC). The OSC has been established at Joint Base Langley-Eustis, VA to provide data backup support and core Continuity of Operations (COOP) to C-NAFs as required. Further information can be found in the Operational Support Facility (OSF) Enabling Concept. Note: The OSC is the unit that is located within the OSF which is in the Ryan Center on JB Langley-Eustis, VA.

2.5.2. Rapid Augmentation Team (RAT). The RAT is an active duty unit that will be used to bridge the capability gap between resident C-NAF crews at the onset of a crisis through the arrival of ARC assigned units. The RAT will be maintained at specified levels of currency and proficiency, as outlined for CMR in AFI 13-1AOC, Vol 1. Further information can be found in the RAT Enabling Concept.

2.5.2.1. AMC RAT. An Active Component MAF RAT already exists for rapid augmentation of Geographic Air Mobility Divisions. Air Mobility Command has two Air Mobility Operations Squadrons that will bridge the capability gap between resident AMD crew at the onset of a crisis through the arrival and integration of ARC C-NAF augmentation units. The AMD Augmentation Concept of Employment describes how Air Mobility Divisions will be augmented by active-duty and ARC AMD augmentation units. The document can be found on the AMD CoP at: <https://afkm.wpafb.af.mil/community/views/home.aspx?Filter=OO-OP-AM-10>

2.5.3. Air Reserve Component (ARC). Each CCDR has been assigned a specific ARC aligned unit from the Air National Guard (ANG) and/or the Air Force Reserve Command (AFRC). These units are aligned to their respective MAJCOMs and provide integrated mission support during exercises and contingencies. In addition, they maintain the CMR requirements IAW with 13-1AOC, Vol 1 and are able to support additional CCMDs as

required. The ARC units are a critical risk mitigation factor for AOC manning, especially in operations that continue beyond Phase 0 and 1.

Chapter 3

STRATEGY DIVISION (SD)

3.1. General. The SD supports the achievement of JFC objectives by developing, refining, disseminating, and assessing the JFACC's air, space, and cyberspace operations strategy for all phases of a campaign. This strategy is presented in a comprehensive JAOP. The SD is the JFACC's focal point for JAOP development during formal or joint operations planning. The SD works with the AFFOR staff and other service component staffs, as they develop the JAOP. The SD initiates the air tasking cycle with daily guidance in the AOD.

3.2. Major SD Process Inputs. Inputs include higher headquarters policy, guidance and intent, and rules of engagement/rules for the use of force (ROE/RUF). The ROE/RUFs are normally issued from the President and/or Secretary of Defense, CDR, JFC, and/or JFACC in applicable joint operation planning and execution system (JOPES) documentation. Inputs also include joint force and service/functional component planning documentation, as appropriate. The SD receives the target developers' target system analysis and targeting effects team's apportionment recommendation to the JFACC. For operational assessment, additional process inputs include tactical assessment and other appropriate performance measurement summaries. In addition, the SD receives analytical, targeting, and collection management support from the ISR division. Refer to chapter 6 for a complete list of responsibilities for ISR operations embedded personnel in the SD. The SD should obtain combat support status information on assigned and attached USAF forces from the AOC logistics combat support team (CST).

3.3. SD Processes. The SD chief and subordinate teams develop, refine, disseminate, and assess the progress of the JFACC's strategy. The chief and the team work the following processes in support of the JFACC.

- 3.3.1. Develop the JFACC air, space, and cyberspace operations estimate of the situation to produce a recommended JFC course of action (COA).
- 3.3.2. Translate President, Secretary of Defense, JFC, and JFACC guidance into objectives, tasks, and assessment measures and indicators.
- 3.3.3. Coordinate the development of the approved JFACC COA into a comprehensive joint air operations plan (JAOP) or order with appropriate annexes.
- 3.3.4. Develop detailed phase plans, which when feasible, will include a joint air allocation plan (JAAP) that incorporates TET's effects based targeting scheme.
- 3.3.5. Serve as the primary liaison with JFC planners.
- 3.3.6. Develop alternative contingency plans and branch and sequel plans.
- 3.3.7. Develop proposed changes to the ROE/RUF.
- 3.3.8. Provide the JFACC a daily recommended air apportionment during execution.
- 3.3.9. Develop and coordinate AOD.
- 3.3.10. Integrate functional/service component task requirements into the AOD.
- 3.3.11. Monitor the progress of the air phases and provide operational assessment with respect to the JFC/JFACC objectives.

3.3.12. Provide JFACC input to the development of an information operations (IO) plan for the JFC.

3.4. Major SD Process Outputs. Outputs include the JAOP, AOD, JFACC apportionment recommendation for the JFC, and OARs. In addition, the SD develops branch plans, sequel plans, and special projects and studies as required.

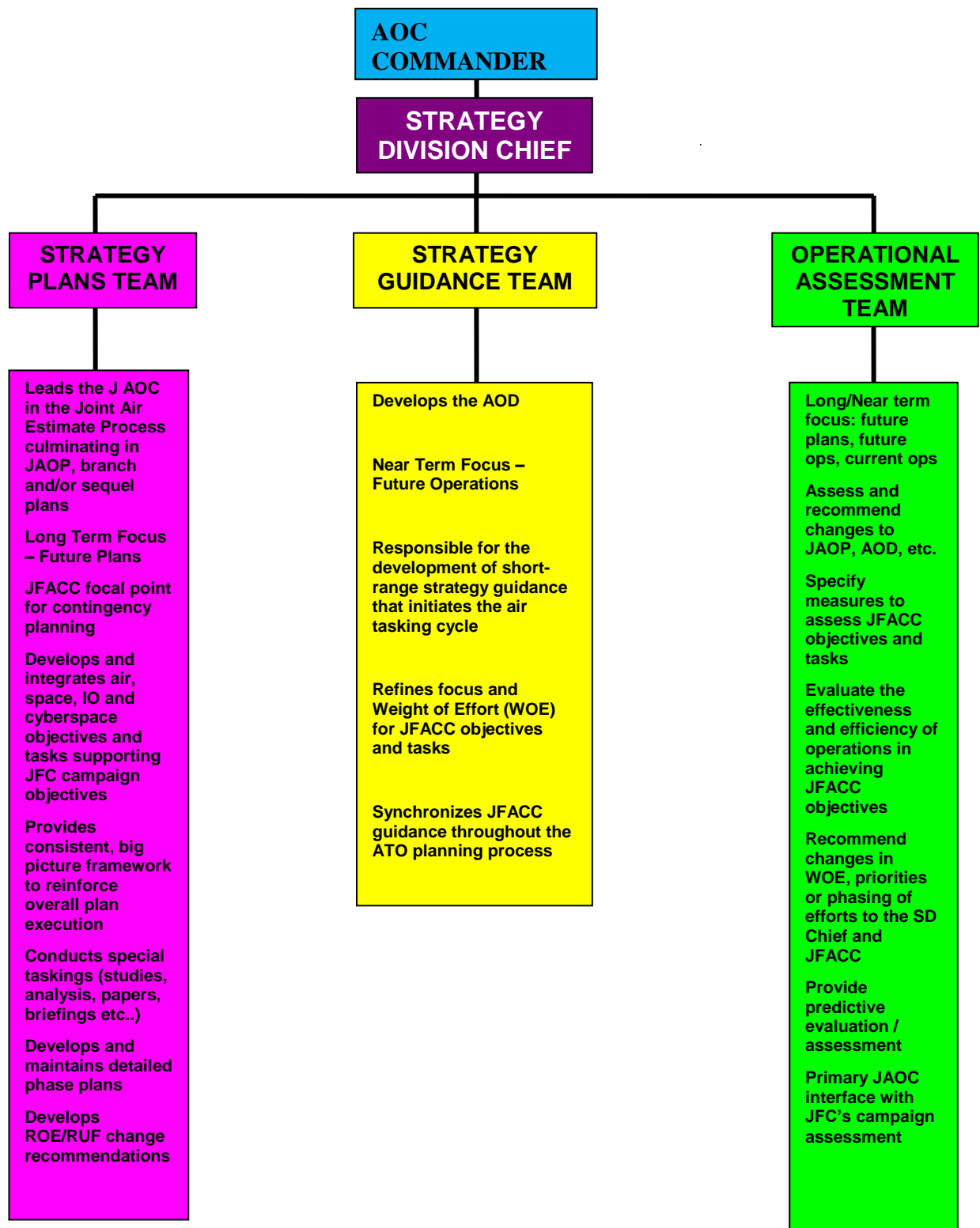
3.4.1. **Joint Air Operations Plan (JAOP).** Joint air, space, and cyberspace operations constitute an integral part of the JFC's plan of operations. The JFACC is normally assigned responsibility for joint air, space, and cyberspace operations planning and develops a JAOP to employ joint forces made available to him/her. The JAOP documents the JFACC's plan to integrate and coordinate operations across all the phases of air power (0 through 5). The JAOP is based on the strategy-to-task methodology which consists of objectives, effects, and tasks, along with appropriate measures and indicators that enable an assessment of progress toward achieving objectives and effects. Because the air and space strategy encompasses operations employing air, space, and cyberspace operations weapon systems from all joint, coalition, OGA and PN force components, the SPT assigned to develop the plan must represent all organizations providing resources.

3.4.2. **Air Operations Directive (AOD).** The AOD is JFACC's written guidance which ensures air, space, and cyberspace operations effectively support the combined/joint force objectives while retaining enough flexibility to adjust to the dynamics of the range of and phases of military operations. The AOD provides operational objectives, effects, and tasks as well as their measures of effectiveness/performance for the ATO execution.

3.4.3. **Operational Assessment Report (OAR).** This report is completed and sent to the JFC or a designated joint force assessment board. The content and format of this report will be determined by the particular requirements of the JFC or the assessment board. It will normally contain the information provided to the CCDR during the JFACC's decision briefing.

3.5. SD Organization. The SD is led by the SD chief and usually organized into three functionally oriented teams: SPT, SGT, and OAT. (See [Figure 3.1 SD Organization, Functional Teams, and Major Processes](#).) Although assigned to the SD in peacetime, the information operations team (IOT) provides specialty expertise across all divisions within the AOC and is considered a specialty team and is discussed in Chapter 8 of this AFI.

Figure 3.1. SD Organization, Functional Teams, and Major Processes.



SD is supported by other AOC Divisions, specialty teams, and service LNOs

NOTE: See AFTTP 3-3.AOC, *Operational Employment – AOC*, Chapter 3 for detailed process activity.

3.5.1. Strategy Division Chief. (AFSC: 11/12/13B). The SD chief reports to the AOC Commander for the development and assessment of air, space, and cyberspace operations strategy to support the JFC's objectives. While reporting through the AOC Commander, it is vital the SD chief has direct access to the JFACC. Specific responsibilities include:

3.5.1.1. Through JFACC or AOC Commander, receive and disseminate higher headquarters policy, guidance, and intent as well as establish appropriate contacts at JFC, JTF and Component Staff Headquarters.

3.5.1.2. Lead the AOC in the Joint Air Estimate Process (JAEP) to include, development of the JAOP, branch and sequel plans, AOD, and OA plan. Produce, as necessary, JAOP or joint air allocation plan (JAAP), revisions and changes to the ROE or requests for supplemental ROE, and refinements to the commander's (JFC, JFACC) critical information requirements (CCIR). Synchronize the efforts of all AOC divisions and specialty/support teams toward production of a coherent, executable plan that meets the commander's guidance and intent.

3.5.1.3. Develop and manage the battle rhythm sufficient to accomplish JAOP development, AOD development, operational assessment, branch and sequel planning, special projects, and STO as required.

3.5.1.4. Ensure JFACC's guidance is reflected in the AOD.

3.5.1.5. Ensure positional guides, worksheets, and procedural checklists are developed by SD teams, reviewed, and updated for all appropriate duty positions.

3.5.1.6. Ensure critical planning materials, such as draft and record copy documents, slides or briefing materials, minutes from meetings are filed and stored for historical record.

3.5.1.7. Maintain current and thorough understanding of commander's (e.g., JFC, JFACC, etc.) mission, intent, and concept of operations. Review and understand relevant theater campaign plans, existing ROE/RUF, and related policy documents. Maintain a comprehensive understanding of current and forecast enemy capabilities and limitations as well as those of friendly forces.

3.5.1.8. Review each of SD's primary deliverables (i.e., JAOP, AOD, SPINS inputs, and OA reports.) Establish procedures to secure the JFACC and/or AOC Commander approval prior to publication/release, as appropriate.

3.5.1.9. Identify appropriate SD manning requirements.

3.5.1.10. Identify SD facilities and equipment requirements.

3.5.1.11. Lead/direct and provide support to the Air Planning Group/Joint Planning Group (APG/JPG) development of the JFC's campaign plan.

3.5.1.12. Lead/direct development/modification of ROE/RUF process.

3.5.1.13. Provide guidance on SD portion of AOC knowledge operations plan.

3.5.2. Strategy Plans Team (SPT). SPT consists of a small group of assigned members along with a tailored group of attached members. Attached members contribute to the process, but are not permanently assigned to the team. During crisis action planning with a short timeline, a higher manning level may be required to meet time constraints. JPG's requirements may necessitate 24/7 operations and therefore increase manning requirements.

3.5.2.1. Strategy Plans Team Chief. (AFSC: 11/12/13B). The SPT chief reports to the SD chief for the development of long range (next phase) operational alternatives. The SPT chief interfaces with the TET chief to integrate the effects and timing of TET's phase targeting scheme in support of the JFACC's prioritized objectives. SPT is the JFACC's focal point for contingency and crisis action planning and serves as the primary interface with the APG/JPG.

3.5.2.2. SPT Members. (AFSC: 11/12/13). The SPT may have only one or two core members. These members should be fully trained in wartime planning and its requirements in order to support APG/JPG needs. Additionally, SPT receives support from attached ISR division personnel, STO, and IO personnel and is augmented from other AOC divisions, service components, OGA, coalition/PN force components, and specialty functions such as space or cyberspace as required in support of JTF or contingency operations.

3.5.2.3. SPT Responsibilities. The SPT's principal function is the development and maintenance of operational-level, long range joint air strategy and associated branch and sequel plans that support the JFC and JFACC objectives. The SPT leads the AOC in the air estimate process and the associated development of the JAOP to include a prioritized, effects-based, targeting scheme. Because these long range strategies and branch plans complement the JAOP, the SPT supports development of the area air defense plan (AADP) and ACP. During operations execution, the SPT operates beyond the 72-96 hour (ATO execution) time frame. The SPT must lead planning for the successful execution of the current phase as well as plan for subsequent phases. The SPT is responsible for the development and articulation of long range operational guidance for the JAOP which may be repeated within the AOD. It can also act as the JFACC's action group for friendly COA development and strategy related issues/special projects. In conjunction with the military deception (MILDEC) planner, the SPT integrates MILDEC plans with overall air operation as directed by the JFACC. Under the C-NAF construct, the SPT may be called upon to assist in the planning of global strike (GS) missions in conjunction with GCCs and USSTRATCOM.

3.5.2.4. SPT Processes and Functions.

3.5.2.4.1. Lead the JAEP (to include JAOP development).

3.5.2.4.2. Support APG/JPG/component liaisons for air operations planning.

3.5.2.4.3. Develop COA and branch and sequel plan(s).

3.5.2.4.4. Develop JFACC's intent, objectives, and operational concept.

3.5.2.4.5. Construct Strategy-to-Task, in conjunction with the OAT, along with the necessary measures and indicators.

3.5.2.4.6. Develop long range air apportionment recommendations.

3.5.2.4.7. Develop long range air allocation recommendations.

3.5.2.4.8. Support JFACC guidance meeting and strategy brief.

3.5.2.4.9. Anticipate changes in the battlespace to foresee the progress of the air operation and identify any potential problems to the JFACC.

3.5.2.4.10. Support integration of MILDEC into SPT planning processes.

3.5.3. Strategy Guidance Team (SGT). The SGT is responsible for the AOC's transition from operational-level to tactical-level planning, and culminates in the detailing of daily guidance in the AOD. This team provides short-range guidance from 72 to 48 hours from execution. This guidance is provided through the AOD.

3.5.3.1. Strategy Guidance Team Chief. (AFSC: 11/12/13B). The SGT chief reports to the SD chief for the development of short-range strategy guidance that initiates the air tasking cycle.

3.5.3.2. SGT Members. (AFSC: 11/12/13/14). SGT will have an AOD development officer and may have one or two additional core members. It receives support from all other AOC divisions, service components, OGA, coalition/PN force components, and specialty functions such as IO, cyberspace, STO, or space as required.

3.5.3.3. SGT Responsibilities. The SGT operates within the current phase of the campaign (current plans) and has the responsibility for crafting and disseminating JFACC guidance in the form of the AOD. This team works closely with the OAT to ensure guidance contained in the AOD is based on the latest and most accurate assessments of the operational environment. The AOD supplements the JAOP and provides more precise guidance to support the planning, executing, and assessing of the ATO.

3.5.3.4. SGT Processes and Functions.

3.5.3.4.1. Develop, publish and disseminate AOD.

3.5.3.4.2. Develop the prioritized tactical task list when an allocation plan or targeting scheme is not available.

3.5.3.4.3. Prepare and present the AOD briefing at the JFACC decision briefing for approval.

3.5.3.4.4. Conduct regular, scheduled team meetings to develop air, space, and information strategy for future ATOs.

3.5.3.4.5. Synchronize JFACC guidance throughout the ATO planning process.

3.5.3.4.6. Attend TET meeting and targeting AOD breakout to clarify guidance questions.

3.5.4. Operational Assessment Team (OAT). OAT is manned and task-organized to support the scope and complexity of a particular contingency, which determines the number of personnel assigned to the team. OAT consists of assigned and attached personnel. OAT is focused on the daily collection and assessment of data and information from supporting AOC divisions and other organizations. Finally, OAT's daily schedule encompasses the full spectrum of the ATO cycle, requiring 24/7 manning coverage in major areas.

3.5.4.1. **Operational Assessment Team Chief.** (AFSC: 61S). The OAT chief reports to the SD chief and leads the OAT in the evaluation of the effectiveness of the air, space, cyberspace, and IO planning and execution. The OAT chief is the JFACC's primary assessment interface with the JFC and other components.

3.5.4.2. **Operational Assessment Team Members.** The OAT will typically have the following core members: operations research analyst, operational assessment analyst, doctrine strategy assessor and weapons and tactics assessor. The OAT may also have subject matter expert technicians supporting the assessment effort. The OAT also receives support from the ISR division and is augmented from other AOC divisions, service components, OGA, coalition/PN force components, and specialty functions such as STO, space, and IO as required.

3.5.4.3. **OAT Responsibilities.** The OAT provides the data the JFACC needs to make informed decisions concerning the execution of air, space, and cyberspace operations strategy. The OAT reviews past events to identify and describe progress in meeting current objectives. The OAT then forecasts, based on this historical analysis, the possible results and outcomes of continuing and future operations. Functional responsibilities for performing operational assessment in the AOC are assigned to OAT. This team, along with other SD teams, produces a recommendation to the JFACC, utilizing a foundation of data and the fusion of that data. The OAT organizes and exploits a constant flow of information from a wide variety of sources. The team identifies and evaluates the effectiveness of friendly operations, highlighting opportunities to influence adversary COAs and evaluating effects achieved on the adversary's strategic and operational centers of gravity (COG). Finally, the team addresses effects related to the conduct of friendly military operations.

3.5.4.4. OAT Processes.

3.5.4.4.1. Evaluate effectiveness and efficiency of air, space, cyberspace, and IO in achieving JFACC objectives.

3.5.4.4.2. Develop measures and indicators to assess performance and effects achievement that result from air, space, and cyberspace operations.

3.5.4.4.3. Provide predictive analysis that establishes an effects baseline for future ATOs (mission assessment).

3.5.4.4.4. Analyze completed operations to assess compliance with strategy.

3.5.4.4.5. Link intelligence data with operational COAs.

Chapter 4

COMBAT PLANS DIVISION (CPD)

4.1. General. The CPD applies operational art to develop detailed execution plans for air, space, and cyberspace operations. Based on JFC objectives and apportionment, the AOD, forces made available for JFACC tasking, and the operational environment, these plans apply specific capabilities and assets to accomplish JFACC tasks in fulfillment of the JFC mission. The end result is publication and dissemination of the ATO and other planning and tasking documents. Typically, the CPD provides near-term operational planning.

4.2. Major CPD Process Inputs. Inputs include the JAOP, AOD, other JFACC guidance, joint target list (JTL), no-strike list (NSL), restricted target list (RTL), daily component target nomination lists (TNLs), component allocation requests (ALLOREQs), component air support requests (ASRs), requests for airspace coordination measures (ACMs), joint ISR collection requirements and associated data, medical inputs for any chemical associated targets, inputs from AOC points of contact for specific ATO SPINS, reconnaissance, surveillance, and target acquisition (RSTA) annex, and feedback from AOC divisions.

4.3. CPD Processes.

4.3.1. Determine target sets to achieve tasks that create desired effects in the target development process via the TET which produces the draft JIPTL. (Note: per JP 3-60 chapter 2, paragraph 8.c, the JIPTL is considered “draft” until it has been submitted and approved by the joint targeting coordination board [JTCB].)

4.3.2. Determine the optimal combination of target, platform, weapon, and timing for missions included in the ATO via the MAAP.

4.3.3. Ensure air, space, cyberspace, and IO planning and tasks are fully integrated and support the overall JFC campaign.

4.3.4. Produce and disseminate the current defense design within the guidance of the AADP via the TACOPDAT.

4.3.5. Produce and disseminate the ACP.

4.3.6. Produce and disseminate an operationally and tactically sound ATO.

4.3.7. Generate SPINS, the ACO or ACO updates, and inputs to operational tasking common tactical picture (OPTASK CTP).

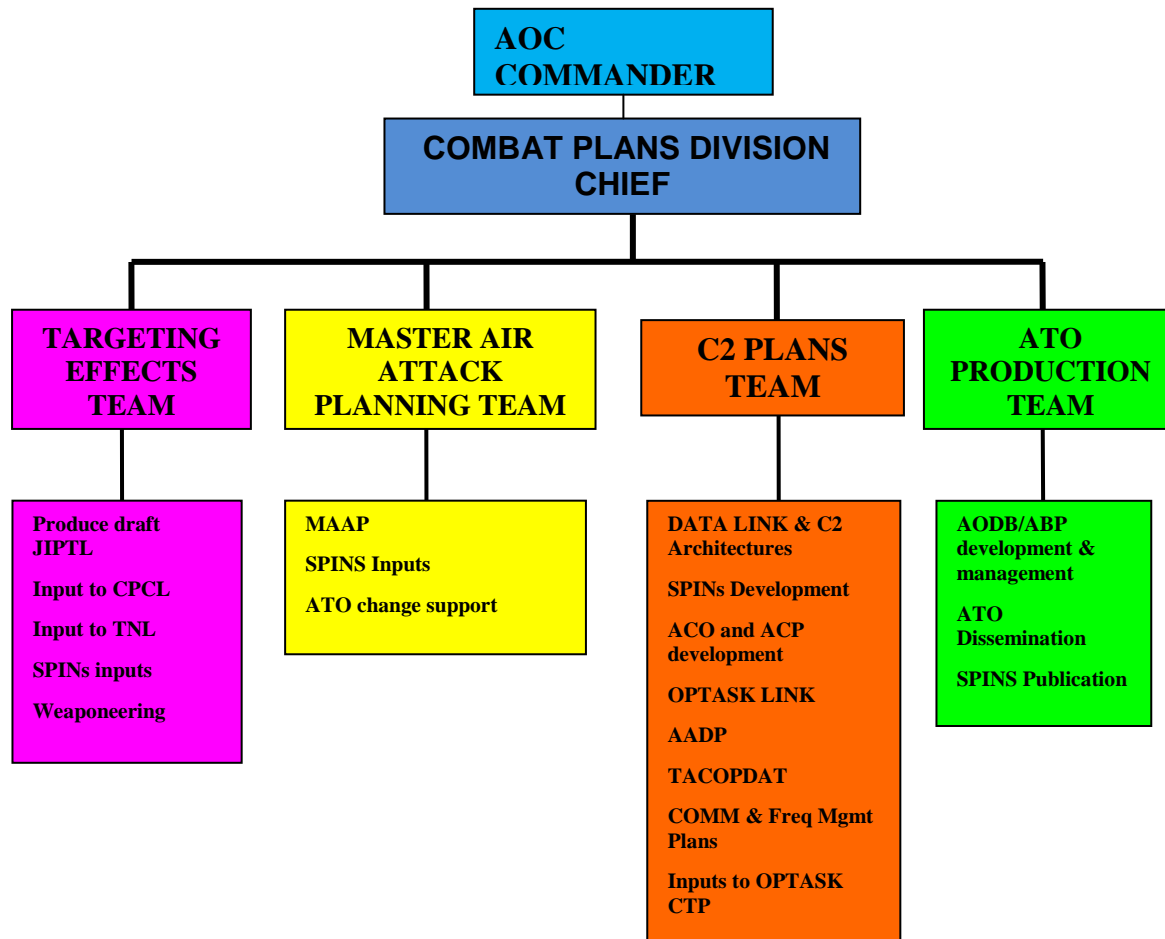
4.3.8. Determine effects and assessments of current ATO in achieving JFACC objectives.

4.3.9. Develop, produce, and update the tactical data link architecture and disseminate via the OPTASK LINK.

4.4. Major CPD Process Outputs. Outputs include data inputs to the SD for the air apportionment recommendation; the JIPTL with selected joint desired point of impact (JDPI) for attack and collection requirements; ROE change recommendations; MAAP; ATO with SPINS; ACO; AADP; ACP; OPTASK LINK; inputs to OPTASK CTP; C2 communications plan; and C2 architecture plan.

4.5. CPD Organization. The CPD is typically organized into four functionally oriented teams: TET; MAAP Team; the C2 Plans Team; and the ATO Production Team. (See Figure 4.1 CPD Organization, Functional Teams, and Major Processes)

Figure 4.1. CPD Organization, Functional Teams, and Major Processes.



4.5.1. Combat Plans Division (CPD) Chief. (AFSC: 11/12/13B). The CPD chief is directly responsible to the AOC Commander for the planning, allocation, and tasking of air, space, and cyberspace operations forces IAW JFACC guidance. Depending on the scenario and level of effort during wartime operations, the CPD chief may need several deputies to help monitor and supervise the extensive and complex planning tasks involved in the CPD. As an example, a deputy with a background in space operations could be assigned to oversee the space and STO activities within the division, while a pilot or navigator with fighter or bomber experience could work the night shift and oversee the MAAP process. Specific responsibilities include the following:

4.5.1.1. Review and understand relevant theater campaign plans, existing ROE/RUF, and related policy documents.

4.5.1.2. Maintain a comprehensive understanding of current and forecast enemy capabilities and limitations.

4.5.1.3. Coordinate JAOP and AOD planning and implementation issues with the SD chief.

4.5.1.4. Ensure the production, revision, and dissemination of detailed execution plans required to develop, publish, and disseminate the ATO. Detailed execution plans include but are not limited to the ACP, ACO, the AADP, the C2 Communications Plan, and supporting SPINS. These may be published “stand alone” or may be appended as annexes to the JAOP, as necessary.

4.5.1.5. Arbitrate and resolve potential conflicts within the SPINS when contributing team chiefs cannot agree to a resolution.

4.5.1.6. Establish the CPD battle rhythm for sustained execution planning and ATO production.

4.5.1.7. Approve the draft JIPTL for submission to the JFACC. As necessary, arbitrate and resolve component conflicts resulting from the TET meeting.

4.5.1.8. Review the developed MAAP and establish procedures to secure JFACC approval prior to ATO production.

4.5.1.9. Ensure CPD core teams develop and transmit an executable ATO in a timely manner.

4.5.1.10. Coordinate with other AOC divisions and external liaison officers (LNO) to incorporate requests for air, space, and cyberspace operations support and note and resolve ATO implementation issues.

4.5.1.11. Ensure positional guides, worksheets, and procedural checklists are developed, reviewed, and updated for all appropriate CPD duty positions.

4.5.1.12. Ensure division compliance with the knowledge operations plan to include: archiving critical planning materials and final versions of unpublished daily execution plans (such as the MAAP). Also ensure all published documents (to include detailed execution plans, the JIPTL, and the ATO) are filed and stored for the historical record. Ensure division compliance with executing electronic data transfer (e.g., compressing files, minimizing pictures, using black/white, etc.).

4.5.1.13. Review incoming message traffic and tasks and ensure proper distribution and tracking within the CPD.

4.5.1.14. Ensure augmentees assigned to the CPD are adequately trained by the CPD team chiefs.

4.5.2. Targeting Effects Team (TET). The TET mission is to incorporate all joint force prioritized target selections for a given ATO period into a JIPTL that will achieve desired kinetic and non-kinetic effects reflected in guidance from the AOD.

4.5.2.1. TET Chief. (AFSC: 11/12/13B/14). The TET chief is directly responsible to the CPD chief for development of a draft JIPTL and associated approval briefing, if necessary.

4.5.2.2. TET Members. (AFSC: 11/12/13/14/1N).

4.5.2.3. **TET Responsibilities.** The TET ensures the daily target selection process reflects the guidance in the AOD. It produces the daily draft JIPTL, as well as makes inputs into the JFACC's component prioritized collection list (CPCL). Using the strategy-to-task methodology, the TET links each target on the JIPTL directly back to a JFC campaign objective. The effects on JIPTL targets can be kinetic or non-kinetic. The TET also provides inputs to the SPT/SGT for use in the initial development of the AOD. IOT and STO inputs are included in all target development processes.

4.5.2.4. TET Processes.

4.5.2.4.1. Develop/support development of JIPTL.

4.5.2.4.2. Provide inputs to JFACC's CPCL.

4.5.2.4.3. Provide target strategy inputs and apportionment recommendations to SD for AOD development.

4.5.2.4.4. Participate in JTCB/joint effects coordination board (JECB) process.

4.5.2.4.5. Review current enemy disposition, proposed enemy and friendly COA, daily AOD guidance, CA, and OA results.

4.5.3. **Master Air Attack Planning Team (MAAP).** The MAAP team develops the daily MAAP and transforms it into an electronic format in order to produce the ATO. The MAAP is the JFACC's time-phased air, space, and cyberspace operations scheme of maneuver for a given ATO period and it synthesizes JFACC guidance, desired effects, supported components' schemes of maneuver, available resources and friendly and enemy capabilities. The specific organization of the MAAP team is situation and theater dependent. For MAAP team organizational techniques see AFTTP 3-3.AOC, *Operational Employment AOC, Chapter 4*.

4.5.3.1. **MAAP Chief.** (AFSC: 11/12/13B). The MAAP chief is responsible to the CPD chief for overall development of the daily MAAP and associated approval briefing, when necessary.

4.5.3.2. **MAAP Team Members.** MAAP team members are directly responsible to the MAAP chief. Each member brings unique mission system knowledge and specialty skills to help plan and develop a daily MAAP to support daily ATO development. (Note: MAAP planners come from various weapon systems/mission types and examples include but are not limited to: EW, bomber, stealth, suppression of enemy air defenses [SEAD], close air support [CAS], space, counter air, interdiction, ISR, JSTARS, tanker, airlift, IO, SOF, CSAR, etc.)

4.5.3.3. **MAAP Team Responsibilities.** The MAAP team is responsible for developing the daily MAAP and MAAP briefing. The team transforms the MAAP product or ABP into the ATO. The team must maintain clear, two-way lines of coordination and liaison with other CPD teams, JFACC staff, component/service/OGA, coalition/PN representatives, and host/coalition representatives in order to successfully develop the MAAP.

4.5.3.4. MAAP Team Processes.

4.5.3.4.1. Develop MAAP.

4.5.3.4.2. Provide SPINS inputs for the C2 plans team.

4.5.3.4.3. Develop and deliver MAAP decision brief.

4.5.3.4.4. Develop, arbitrate and disseminate MAAP/ATO changes.

4.5.4. C2 Plans Team. The C2 Plans Team is composed of airspace management, air defense, C2 architecture, C2 communications planning, air support, and SPINS cells. The functions of these cells are directly related to the JFACC's roles as the ACA and AADC. The airspace management planning cell which is supported from the AOC airspace specialty team is responsible for developing the ACP, and producing the ACO. The C2 architecture cell is responsible for developing and supporting development of, gaining approval, and distributing several other critical documents (i.e., AADP, TACOPDAT, OPTASK LINK, and OPTASK CTP messages).

4.5.4.1. C2 Plans Chief. (AFSC: 13B). The C2 Plans chief is directly responsible to the CPD chief for developing detailed execution plans for C2 of air, space, and cyberspace operations forces, including production and development support of the ACP, AADP, ACO, OPTASK LINK, OPTASK CTP, TACOPDAT, SPINS, C2 communications plan, C2 architecture plan, and air support C2 procedures.

4.5.4.2. C2 Plans Members.

4.5.4.2.1. C2 Air Defense. (AFSC: 11F/13B).

4.5.4.2.2. C2 Architecture. (AFSC: 13B).

4.5.4.2.3. Interface Control (AFSC: 13B/17D/1C5).

4.5.4.2.4. Airspace Managers. (AFSC: 13M/13B/1C1).

4.5.4.2.5. C2 Communications Planner. (AFSC: 17D).

4.5.4.2.6. Air Support Planners. (AFSC: 11/12/1C4).

4.5.4.2.7. SPINS Coordinator/Technician. (AFSC: 11/12/13/1C5).

4.5.4.2.8. Space Planner. (AFSC: 13S/1C6).

4.5.4.2.9. CTP Planner (AFSC: 13B/1C5).

4.5.4.2.10. BMD Planner (AFSC: 11, 12, 13B, 13S).

4.5.4.3. C2 Plans Responsibilities.

4.5.4.3.1. The C2 plans team is supported/augmented by other service and component liaisons. Service specialties include experience in Navy Aegis and E-2C HAWKEYE, Army Patriot, Army tactical missile system (ATACM), theater high altitude area defense (THAAD), and airspace experience to assist C2 architecture development and air defense planning. It is essential that C2 plans be incorporated as early as possible in the planning process to design command, control, communication, data link, CTP, and airspace architectures that forms the execution framework of the overall air campaign.

4.5.4.3.2. C2 planners take JFC/JFACC guidance and all available information in existing OPORDs/OPLANs and capabilities (includes but is not limited to, satellite support capabilities, space support and theater C2 assets from the JFACC, service

coalition, PN and OGA partners), and design the JFACC's theater C2 structure. Upon publication, the ACP and ACO describe theater airspace system, airspace users, C2 nodes, and delineate service and C2 responsibilities. Operational considerations, safety, host nation/international agreements and political issues are considered during the development of the ACP. Additionally, airspace planners produce the ACO on a recurring basis using guidance from the ACP.

4.5.4.3.3. Upon AADC approval, the TACOPDAT establishes air defense responsibilities or provides supplementary air defense orders. This message may be used to report permanent changes to an OPORD or to update missile engagement zones, surveillance and air defense sectors.

4.5.4.3.4. C2 plans interface control experts develop the OPTASK LINK. The OPTASK LINK is a USMTF message that defines theater multi-tactical data link network (MTN) architecture. OPTASK LINK provides unit locations, frequencies, duties, filter plans, and other link-specific information necessary to operate the MTN. All link participants must specifically state their information exchange requirements (IERs) as early as possible. Once approved and implemented, the OPTASK LINK message is updated periodically based on the changing platform/agency IERs, constant flow of interface control capable units to/from the AOR and dynamic nature of the MTN architecture. All units, platforms and agencies must provide the C2 planning cell, interface control officer (ICO)/tactical data link (TDL) manager with their current and complete IERs as early as possible in the planning of OPTASK LINK.

4.5.4.3.5. The team manages the SPINS development process by coordinating with designated SPINS SMEs, who may reside in other cells and teams within the AOC. It is the responsibility of SPINS SMEs to arbitrate and validate inputs and deletions to the SPINS and provide them to the SPINS cell in C2 plans for publication in the next SPINS release.

4.5.4.4. C2 Plans Team Processes and Functions.

4.5.4.4.1. Develop and publish the ACP.

4.5.4.4.2. Develop and publish the ACO.

4.5.4.4.3. **DELETED.**

4.5.4.4.4. Develop the SPINS.

4.5.4.4.5. Develop and publish the AADP.

4.5.4.4.6. Provide inputs to the AOC communications plan.

4.5.4.4.7. Support the JCEOI.

4.5.4.4.8. Develop and publish the data link architecture, OPTASK LINK, and TACOPDAT in conjunction with the theater joint interface control officer (JICO).

4.5.4.4.9. Develop and publish the C2 architecture.

4.5.4.4.10. Support OPTASK CTP development.

4.5.5. ATO Production Team. The ATO production team constructs, publishes, and disseminates the daily ATO and applicable SPINS to appropriate JTF forces which tasks JFACC allocated air, space, and cyberspace operations capabilities and assets IAW the MAAP.

4.5.5.1. ATO Production Team Chief. (AFSC: 11/12/13B). The ATO production team chief is directly responsible to the CPD chief for production and dissemination of the daily ATO and associated SPINS.

4.5.5.2. ATO Production Team Members. (AFSC: 11/12/13/1C5).

4.5.5.3. ATO Production Team Responsibilities. Team personnel review all detailed execution plans and supporting SPINS to produce the ATO. They create and maintain accurate planning databases in the theater battle management core system (TBMCS) and/or applications. The team develops effective quality control procedures and conducts a comprehensive ATO review. Because they are responsible for the dissemination of the ATO, they develop and maintain a comprehensive address list of approved ATO recipients and coordinate redundant procedures for timely ATO dissemination and receipt with the communications support team.

4.5.5.4. ATO Production Team Processes and Functions.

4.5.5.4.1. Set up, maintain, and managed changes to the AODB.

4.5.5.4.2. Develop ABP.

4.5.5.4.3. Develop ATO.

4.5.5.4.4. Provide ATO quality control.

4.5.5.4.5. Disseminate ATO (and obtain receipts for ATO).

4.5.5.4.6. Import SPINS from all locations if published with ATO.

Chapter 5

COMBAT OPERATIONS DIVISION (COD)

5.1. General. The COD executes the current ATO and ACO. The COD accomplishes this task through constant monitoring of the operational environment and leveraging subordinate C2 TACS capabilities within the TAGS elements, and other assigned assets. In general, the COD responds to battlefield dynamics by command and control of air and missile defense operations, IO, and by modifying the published ATO and ACO to facilitate changes in mission requirements. Depending on the scenario, the COD is composed of offensive and defensive operations (to include missile defense) teams, the SIDO team (providing ISR operations execution support), interface control team, and numerous specialty teams such as airspace management, weather, PRCC, and various experts from other weapons systems. The COD is also supported by various liaison teams as needed. Examples of these teams are the battlefield coordination detachment (BCD), Army Air and Missile Defense Command (AAMDC), naval and amphibious liaison element (NALE), special operations liaison element (SOLE), Marine liaison element (MARLE), coalition/PN liaison teams, and other governmental agency (OGA) liaisons.

5.2. Major COD Process Inputs. JAOP, AOD, ATO Folder, ACP, AADP, ATO with SPINS, ACO, TACOPDAT, OPTASK LINK, friendly order of battle (FrOB), enemy orders of battle (EOB), RTL, NSL, PTL, PCL, and RSTA Annex, MAAP brief, ROE/RUF.

5.3. Major COD Processes.

- 5.3.1. Provide constant monitoring and support of air missions under control of the TACS.
- 5.3.2. Monitor current operations.
- 5.3.3. Adjust the ATO as necessary in response to operational environment dynamics (e.g., assigned targets are no longer valid, high priority targets are detected, enemy action threatens friendly forces).
- 5.3.4. Coordinate and facilitate execution of emergency and immediate air support requests with Air Support Operations Center (ASOC).
- 5.3.5. Manage and recommend changes to air defense postures and operations.
- 5.3.6. Publish changes to the ATO/ACO/RSTA annex.
- 5.3.7. Provide prompt and accurate data on current operations to the OA team.
- 5.3.8. Manage theater missile defense (TMD) and/or theater missile warning (TMW) operations.
- 5.3.9. Develop reports as required (I.E. COD inputs to SITREP).
- 5.3.10. Manage theater tactical data link interface control systems (air and ground).
- 5.3.11. Manage common tactical/operational picture (CTP/COP).
- 5.3.12. Manage dynamic targeting operations.
- 5.3.13. Execute, monitor, and coordinate changes to the ISR plan via the RSTA annex.
- 5.3.14. Provide dynamic intelligence.

5.3.15. Coordination of real-time space operations support.

5.3.16. Conduct airspace management.

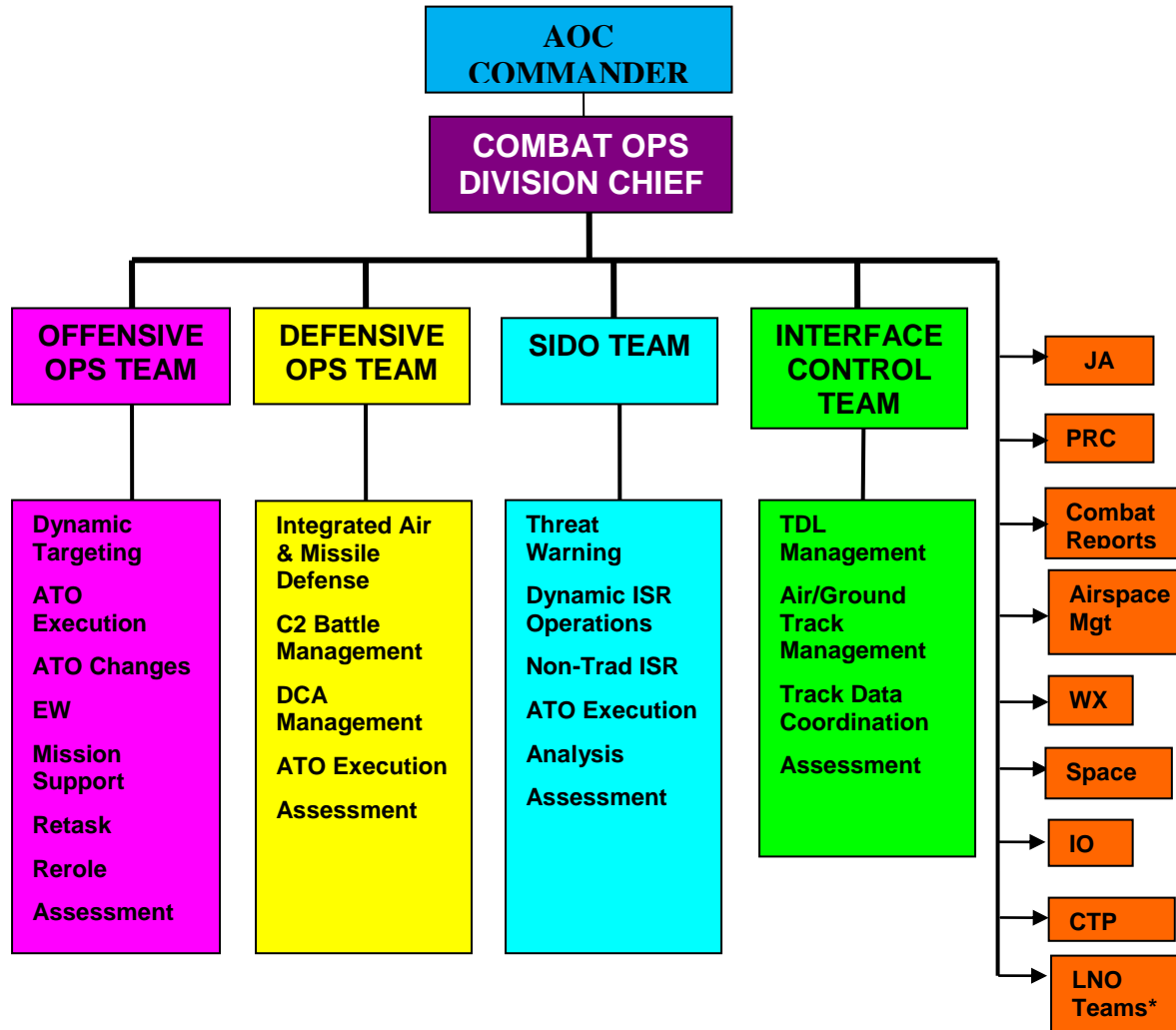
5.3.17. Provide recommendations for network warfare operations (NWO) planners and COLE for desired cyber effects.

5.3.18. Provide recommendations to CPD for changes to SPINS.

5.4. Major COD Process Outputs. Outputs include: ATO/ACO/RSTA annex changes and other subsequent orders to subordinate C2 agencies and Installation command centers (ICCs); assessment data; and consolidated reports to higher headquarters as required by established directives.

5.5. COD Organization. Exact composition of the COD is tailored to a specific contingency or operation, but its general structure is presented in **Figure 5.1 COD Organization, Functional Teams, and Major Processes**. The COD is normally task-organized into four functionally oriented core teams: offensive operations, defensive operations, interface control, and SIDO operations. The entire COD is also supported by integrated specialty and support teams/cells, component and coalition/PN/combined/OGA liaisons, and communications support.

Figure 5.1. COD Organization, Functional Teams, and Major Processes



*Liaison Teams: AAMDC, MARLE, NALE, BCD, SOLE, ADAFCO, COLE.

5.5.1. Combat Operations Division Chief. (COD Chief or CCO) (AFSC: 11/12/13B). The CCO is directly responsible to the AOC Commander for the direction and supervision of combat operations. The CCO will apply JFACC guidance to ensure current tactical air, space, IO, and cyberspace operations attain established objectives at the operational level of war. The CCO monitors the current situation and advises the AOC Commander of dynamic mission requirements and the status of resources. Priority of effort is a key factor in the CCO's approval of any adjustment to the ATO, but equally important is a reassessment of basic planning considerations. Continuous coordination with the JFACC staff is essential to ensure combat support forces can generate and sustain combat operations. Although the following list may vary somewhat depending on theater specifics, the following responsibilities constitute the minimum for which the CCO is responsible. The CCO will:

5.5.1.1. Maintain awareness of all theater air, space, and cyberspace operations including force bed-down, sortie rates, airspace procedures, communications, ROE/RUFs, munitions capabilities, and individual unit capabilities and limitations.

- 5.5.1.2. Schedule and supervise all periodic JFACC update briefings, crew changeover briefings, training, and orientation.
- 5.5.1.3. Determine reporting responsibilities and establish procedures for preparing reports from the COD for the commander's SITREP, lateral headquarters, and subordinate TACS elements.
- 5.5.1.4. Develop procedural guidance for each duty position in the COD based on this instruction, doctrine, weapon systems capabilities, and the actual contingency or exercise being supported.
- 5.5.1.5. Develop COD communications requirements and recommend priorities for submission to communications operations personnel.
- 5.5.1.6. Supervise the preparation and operation of the COD to include manning, displays, and seating requirements.
- 5.5.1.7. Ensure all personnel assigned or attached are properly trained and equipped to perform assigned duties.
- 5.5.1.8. In coordination with the C2 plans team, determine subordinate TACS reporting responsibilities and determine delegation of authority desired for decentralized execution.
- 5.5.1.9. Coordinate procedures with internal and external agencies concerning briefings, displays, information needs, and routing of immediate requests and threat alerts.
- 5.5.1.10. Ensure that backup procedures are prepared and can be rapidly implemented if automated support systems fail.
- 5.5.1.11. Coordinate applicable ROE/RUF changes with JAG, SPT, ATO Coordinators, C2 Planning Team, AOC Commander, JFACC, and JFC staff, as required.
- 5.5.1.12. Ensure positional guides, worksheets, and procedural checklists are developed and current for all appropriate combat operations duty positions.
- 5.5.1.13. Develop ATO and ACO change coordination and approval procedures.
- 5.5.1.14. Advise CPD of significant problems encountered in implementing and managing the current ATO to help improve the quality and effectiveness of future ATO tasking.
- 5.5.1.15. Supervise execution of the ATO/ACO and specifically:
 - 5.5.1.15.1. Ensure situation and status displays are current and accurate.
 - 5.5.1.15.2. Keep the AOC Commander informed on unanticipated developments, enemy initiatives or problems that might either impact planned operations or reduce the effectiveness of any TACS element or joint/coalition asset on the ATO or supporting it.
 - 5.5.1.15.3. Be prepared to receive execution authority from the JFACC/AADC. (The JFACC/AADC may, by written or verbal order, delegate responsibility for selected authorities to the COD chief or other TACS elements.)

- 5.5.1.15.4. Recommend delegation of selected execution authorities to subordinate TACS elements when ROE/RUF allows and subordinate TACS elements are capable of conducting the mission.
- 5.5.1.15.5. Approve ACO and ATO changes as required.
- 5.5.1.16. Consult with the AOC Commander on the delegation of air defense, CAS, and ACA to subordinate TACS units.
- 5.5.1.17. Keep the TACS informed of the latest mission objectives, priorities, and ROE/RUFs.
- 5.5.1.18. Ensure air defense warnings (ADW) and threat alerts are relayed to subordinate units and other C2 agencies in a timely manner.
- 5.5.1.19. Act as approving/disapproving authority for preventive maintenance, stand-downs, or other scheduled maintenance for ground TACS elements through coordination with JFACC and AFFOR/A6 and similar agencies.
- 5.5.1.20. Ensure communications changes or reprioritization affecting the AOC are coordinated and communicated with associated C2 units, applicable agencies, and the chief AOC communications team.
- 5.5.1.21. Direct the operations of the TACS.
- 5.5.1.22. Ensure mission log summaries for appropriate teams are maintained that capture major actions taken during execution of the ATO.
- 5.5.2. Offensive Operations Team.** The offensive operations team monitors and adjusts force application and support sorties/missions during ATO execution. Team members work closely with specialty and support teams, component coalition/PN/OGA LNOs, and others to ensure the most effective application of air, space, and cyberspace operations power with JFACC guidance through the AOD. This team directs engagement of dynamic and time sensitive targets through either a subordinate targeting cell or as a fully embedded function.
- 5.5.2.1. Senior Offensive Duty Officer (SODO).** (AFSC: 11/12/13B). The SODO is directly responsible to the COD chief for the direction and supervision of all offensive operations and may assist with chief responsibilities. The SODO supervises the activities of all offensive duty officers (ODOs), offensive duty technicians (ODTs), dynamic targeting cell (DTC) members, and ATO change technicians. Coordinates with the SADO to effectively utilize multi-role assets ISO CCO directions.
- 5.5.2.2. Senior Offensive Duty Officer Technician (SODOT).** (AFSC: 1C5). The SODOT is normally a senior non-commissioned officer (NCO) with an in depth knowledge of COD functions and responsibilities, as well as a comprehensive knowledge of C2 system operations. SODOT is directly responsible to the SODO and supports the SODO as required.
- 5.5.2.3. Offensive Operations Team Members.**
- 5.5.2.3.1. Offensive Duty Officers (ODOs).** (AFSC: 11/12/13B/14). The offensive operations team consists of duty officers from various individual mission design series (MDS) engaged in the theater of operations and form cells organized by function (e.g., EW, CAS, interdiction, airlift, tanker, IO, SPACE) or may be

organized along other lines established by COD leadership (e.g., F16, A10, or F-15E ODO reporting directly to the SODO). Normally, during increased activity, numerous MDS expertise will be represented at all times on the COD floor. In some situations though, this expertise may be shared with CPD, but this arrangement must have a clear understanding of tasking priority between CPD and COD as well as an expeditious means of recall. The ODOs must know the details of each mission/package in which their aircraft participate such as ordnance, primary target, secondary target, assigned pre-strike and post-strike tanker(s) orbits, off-load, required EW support, and mission results. ODOs are also responsible for coordination with other AOC divisions, subordinate TACS units as necessary, and passing critical information to/from their respective ICCs. (e.g., ADWs, significant battle damage, unexpected changes, diverted aircraft, and airfield status).

5.5.2.3.2. Dynamic Targeting Cell (DTC). The DTC directs execution of DTs and TSTs. The cell relies on a standard set of processes and tools to quickly coordinate across components while developing a targeting solution using the find, fix, track, target, engage, assess (F2T2EA) model. Depending on local COD procedures, this cell may also be used to assign new targets to ATO tasked missions that do not fall under dynamic or time sensitive guidelines. The cell typically consists of:

5.5.2.3.2.1. DTC chief. (AFSC: 11/12/13B). The chief will evaluate all tracks of interest and recommend courses of action to SODO and COD chief.

5.5.2.3.2.2. Ground track coordinator (GTC). (AFSC: 1C5). This position works closely with interface control team, common tactical picture managers, and BCD to ensure all ground tracks are incorporated into common operational picture.

5.5.2.3.2.3. Attack coordinator. (AFSC: 11/12/13B). Position provides analyses and solutions to chief for recommendations.

5.5.2.3.2.4. Target duty officer. (AFSC: 14N/1N05). The target duty officer provides targeting and weaponeering solutions, and identifies and coordinates potential collateral damage concerns. 5.5.2.3.2.5. Command and Control Duty Officer (C2DO). (AFSC: 11/12/13B). The C2DO supports the SADO and/or SODO in the DTC. The C2DO must have and in-depth knowledge of ROE/RUF, brevity code words, weapons capabilities, ground and air deconfliction measures, PR procedures, and knowledge of coordination procedures required for other key LNOs (BCD, NALE, MARLE, and SOLE). The C2DO may be required to assist the DDOs depending on the phase of the operations. The C2DO is responsible for transmission of targeting information to the appropriate tactical C2 node for air-to-surface targeting during DTC CAS or INT operations.

5.5.2.3.3. Offensive Duty Technicians (ODTs). (AFSC: 1C5). The ODTs provide critical continuity and technical expertise on the COD floor. Additionally, they understand and support setup, connectivity, and operation of applicable communication equipment, to include cryptographic keying and shutdown of the KY-68, STU III/STE and other theater battle management systems. If necessary, they also maintain and update situational awareness displays in the COD. They provide any needed support to ODOs as required.

5.5.2.3.4. **ATO Change Technicians (ACTs).** (AFSC: 1C5). The technicians input changes to the ATO as developed by ODOs and approved by SODO or CCO. The technicians may also provide PC-based TBMCS applications support to COD augmentees or WOC personnel. They also maintain logs as required.

5.5.2.4. **Offensive Operations Team Responsibilities.** Responsibilities include monitoring current air, space, information, IO, and cyberspace operations. The team also maintains situational awareness, recommends ATO and ACO changes as required, maintains currency on applicable documents such as the AOD, keeps ATO coordinators apprised of changes as needed, provides assessment inputs, provides updates on available resources, coordinates with C2 agencies and other services, supports CSAR operations, and assists subordinate units whenever needed.

5.5.2.5. **Offensive Operations Team Processes and Functions.**

5.5.2.5.1. Execute ATO.

5.5.2.5.2. Execute and monitors DT/TST.

5.5.2.5.3. Provide BDA and operations assessments.

5.5.2.5.4. Change ATO and executes “re-roles.”

5.5.2.5.5. Scramble air assets when required.

5.5.3. **Defensive Operations Team.** The defensive operations team has authority delegated from the AADC and/or JFACC through the COD chief to execute C2 battle management within the theater. It also has oversight of the overall coordination of global, integrated air and missile defense (IAMD) for the theater, and execution of theater IAMD operations. The team directs TAGS elements, monitors the status of air defense assets, and assists the SODO as required. For air defense within the theater, regional air defense centers (RADCs) and sector air defense centers (SADCs) may be established to facilitate this process. The defensive operations team provides requirements to, and is supported by, the interface control team on issues concerning the recognized air picture (RAP). This effort facilitates rapid and timely decision-making processes required for the C2 of defensive air operations. The team directs attached units relative to air defense operations and changes to air defense warning (ADW) condition and weapons control states.

5.5.3.1. **Senior Air Defense Officer (SADO).** (AFSC: 11/12/13B). The SADO works directly for the COD chief, provides the leadership for the defensive operations team, and is the AADC representative charged with executing the area air defense plan. The SADO directs/manages all theater defensive C2 assets, theater air and missile defense operations, and directs the efforts of the SADO tech, defensive duty officers, and technicians. The SADO recommends changes to ADW, weapons control states, and delegation of battle management authorities to subordinate RADCs/SADCs. Coordinate with SODO to effectively utilize multi-role assets ISO CCO directions. The SADO coordinates directly with all leadership and liaison positions on the combat operations floor to support the full spectrum of operations from defensive to offensive operations.

5.5.3.2. **SADO Technician (SADOT).** (AFSC: 1C5). The SADOT is responsible to the SADO and ensures the various functions of air defense operations are performed. The SADOT supervises the duties and functions of all the enlisted defensive operations

crewmembers, is the defensive operations team equipment outage point of contact (POC), and maintains a logbook.

5.5.3.3. Defensive Operations Team Members.

5.5.3.3.1. Defensive Duty Officers (DDO). (AFSC: 13B). DDOs provide operational direction to the defensive air battle. They are responsible to the SADO for the timely display of air defense information and continuous evaluation of air defense elements of the TACS. In the absence of a C2DO, the DDO coordinates with the SODO on providing real-time guidance and direction to C2 and strike assets for air to ground targeting.

5.5.3.3.2. Defensive Duty Technicians (DDT). (AFSC: 1C5). DDTs assist the DDOs in a variety of ways such as monitoring air defense fighters, alert and combat air patrol (CAP) status, and coordination with AAMDC/BCD. When scrambles are centralized, DDTs send the scramble orders to the installation control centers (ICCs).

5.5.3.3.3. Integrated Air and Missile Defense (IAMD) Cell Members. Integrated Air and Missile Defense (IAMD) Cell Members. (AFSC: 11/12/13B/13S/1C6/1C5). The IAMD cell will typically be augmented by other service and USAF specialties with missile defense training and is responsible to the SADO and CCO for information and recommendations concerning theater missile alerts, warning dissemination, and the evaluation of areas of theater missile activity/interest. Additionally, the team provides strike recommendations and/or tracks strike operations when enemy capabilities are activated, identified, and targeted for immobilization. The team monitors the status of active IAMD assets, coordinates with the SIDO team to determine expected enemy missile attacks, monitors the capability of the entire active IAMD force to engage enemy missiles attacking or expected to attack defended assets, and makes recommendations to the SADO for re-tasking of active IAMD assets. IAMD personnel also coordinate with global ballistic missile defense force representatives at higher and lower levels on long range threats which could impact other CCMDs operations. A theater missile defense net (TMDN) may be established for voice warning. The IAMD cell must know and understand the theater air and missile defense framework and serve as the primary coordinator for the Joint Space Operations Center (JSPOC), and AADC as well as to the AAMDC, BCD, AOC space support cell, RADCs, coalition IAMD organizations and adjacent CCCR AADCs when applicable. They must know and understand operational systems and processes used in the conduct of IAMD operations. The team normally assists with development and coordination of the missile warning grid to ensure applicability for the theater. Members should have a thorough knowledge of Tier 1/Tier 2 lay-down for effective missile warning. They must also monitor theater missile ROE/RUF for currency, applicability, and executability. Some IAMD functions may be accomplished by members of the space operations specialty team as determined by the COD chief. In addition, each AOC may organize their IAMD Cell personnel as they see fit, for instance centralized or matrixed, as long as the missions, roles and responsibilities of the IAMD Cell are completed.

5.5.3.4. Defensive Operations Team Responsibilities. These include monitoring current air, space, information, and cyberspace operations, maintaining situational

awareness, recommending ATO/ACO changes as required, maintaining currency on applicable documents such as AOD, keeping ATO coordinators apprised of changes as needed, providing assessment inputs, providing updates on available resources, coordinating with C2 agencies, other services, etc. as needed, supporting CSAR operations, and assisting subordinate units whenever needed.

5.5.3.5. Defensive Operations Team Processes.

5.5.3.5.1. Execute theater air and missile defense plan.

5.5.3.5.2. Provide C2 battle management to include air defense scrambles.

5.5.3.5.3. Execute ATO and ACO.

5.5.3.5.4. Support DT/TST execution.

5.5.3.5.5. Support PR.

5.5.3.5.6. Ensure BDA, in-flight reports, etc. are relayed to appropriate AOC teams and divisions.

5.5.4. Senior Intelligence Duty Officer (SIDO) Team. The SIDO team is the focal point for ISR support to the COD.

5.5.4.1. **SIDO.** (AFSC: 14N) The SIDO leads a team of ISR personnel attached to the COD who provide situational awareness and predictive battlespace analysis, targeting support, and monitor and adjust ISR employment in support of the COD's ATO execution processes. The SIDO works for the COD chief and is responsible for coordinating ISR execution operations activities with the SODO, DTC, SADO, as well as with the ISR division.

5.5.4.2. **SIDO Team Members.** (AFSC: 14N/17D/1N). The SIDO team (as determined by the CISR) may be comprised of intelligence duty officers, target duty officers, reconnaissance duty officers, ISR operations duty officers, processing, exploitation, and dissemination (PED) LNOs, imagery support element (ISE) personnel, and national tactical integration (NTI) cell personnel.

5.5.4.3. **SIDO Team Responsibilities.** The SIDO team works for the COD chief and is responsible for threat warning, real-time situational and predictive analysis of the adversary, monitoring and supporting dynamic targeting, and dynamic ISR operations. The SIDO team is the focal point for ISR support to the COD and coordinates C2 decisions with the COD chief to ensure theater ISR campaign is executed IAW JFC's guidance. The SIDO team works closely with all other functions in the AOC as outlined in the following team and individual processes. The SIDO team interacts extensively with the ISR division, who supports the SIDO team with timely and accurate ISR products.

5.5.4.4. SIDO Team Processes.

5.5.4.4.1. Support threat warning.

5.5.4.4.2. Support DT.

5.5.4.4.3. Support CSAR and troops in contact (TIC).

5.5.4.4.4. Support dynamic ISR operations.

5.5.5. Interface Control Team (IC Team). (AFSC: 13B/17D/1C5) The interface control team works for the COD chief and supports joint data network (data link) inputs to the common tactical picture (CTP) supporting the CCDR's COP. In accordance with CJCSM 3115.01B, *Joint Data Network (JDN) Operation*, the JDN is comprised of several digital data networks, each of which is optimized to enable improved situational awareness and commander's decision cycle. JDN operations consist of the personnel and processes that provide the CTP to the JTF. Information included in the CTP directly supports the JTF's assigned missions and is the JTF's primary input to the CCDR's COP. One of the primary systems supporting the CTP is the MTN. The JFACC's and JAOC's digital input to the MTN is managed by the IC team. IAW CJCSM 6120.01D *Joint Multi Tactical Data link (TDL) Operating Procedures*, an MTN should be reliable, survivable, flexible, interoperable, timely, and secure. The concept of joint combat operations is supported by the exchange of tactical information between participants on a real-time or near-real-time basis with TDLs. The exchange of real-time tactical information between C2 systems, weapon systems, and intelligence systems provides mutual support, allows coordinated action, and prevents interference between interfaced forces for the efficient and effective application of military force.

5.5.5.1. Interface Control Officer (ICO). (AFSC: 13B). The ICO is responsible for the current MTN to include, if tasked by the JDNO, planning, execution, management, and analysis. If tasked by the JTF, the AOC ICO, provided that they have met JICO requirements outlined in CJCSM 3115, may function as the Joint ICO (JICO), the senior element in the Multi-TDL architecture (MTA), or as a regional ICO (RICO), a secondary command element of the MTA. If designated the JICO, the AOC ICO may also designate subordinate RICO and sector ICOs (SICO) as required. (Note: The JICO will by default, delegate authority for control of Air Force, Army, Navy, and Marine Corp interface operations to the applicable component RICO cell, if available.) RICOs also could be assigned specific geographic and/or force specific area(s) of interest. In addition, the ICO works closely with the C2 Planning Team in developing and updating of OPTASKLINK and TACOPDAT messages.

5.5.5.2. Interface Control Watch Officer (ICWO). (AFSC: 13B/1C5). The ICWO is responsible to the ICO for interface control operations and active management of MTN operations. The ICWO supervises the team personnel during data link planning, management, and execution and is normally the airmen with the most data link experience. The position monitors the overall quality of the MTN and directs actions to rectify the problems as they occur and will conduct dynamic planning to adjust the MTN and interfaces to meet changing requirements and operations. The ICWO shall coordinate, brief and debrief subordinate MTN units daily or as necessary to ensure corrective action is taken. When multiple regions or sectors are established, the ICWO coordinates and has resolution authority to resolve cross-regional MTN issues with the RICO/SICO(s) AORs.

5.5.5.3. Track Data Coordinator (TDC). (AFSC: 1C5). The TDC is responsible to the ICO for the accuracy, currency, and quality of the air, ground, maritime, and space picture. The TDC monitors air, ground, and space track classification, identification, and track quality. The TDC facilitates the resolution of dual track designation and identification conflicts that are a result of system interoperability problems or operator

error. The TDC functionality is an integral component of the combat ID process and will assist the theater ID authority in timely and accurate assessment of tracks of interest. When multiple regions and/or sectors are established, the TDC coordinates, and is the ultimate resolution authority to resolve cross-regional track management and ID issues.

5.5.5.4. TDL Manager. (AFSC: 1C5). The TDL manager is responsible to the ICO and manages the technical aspects of the data link interfaces to provide an accurate and consolidated air picture to the JFACC, JAOC, or others as required. TDL managers are responsible for the initiation, operations, and termination of data link operations with respect to link 11 A/B, link 16, beyond line of site protocols and any future links initiated by the JAOC.

5.5.5.5. Interface Control Team Processes.

5.5.5.5.1. Manage assigned MTN and MTA IAW CJCSM 6120.01D.

5.5.5.5.2. Manage data and track coordination voice networks to ensure transfer and display of air defense information.

5.5.5.5.3. Support OPTASK LINK IAW CJCSM 6120.01D.

5.5.5.5.4. Manage and implement contingency procedures for TDL interfaces.

5.5.5.5.5. Manage data exchange for MTN to ensure accuracy.

5.5.5.5.6. Manage theater digital data link interface systems and displays.

5.5.5.5.7. Request and coordinate MTN design and configuration changes.

5.5.5.5.8. Review JFCs, JFACCs, AADCs, JDNO's, and other supported commander's plans and information exchange requests.

5.5.5.5.9. Develop and review TDL requirements for the area of operations.

5.5.5.5.10. Develop and review multi-TDL and associated voice connectivity diagrams (ADCCN, DCN, TSN, VPN).

Chapter 6

INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE DIVISION (ISR/D)

6.1. General. The ISR division provides the JFACC, JAOC, and subordinate units with predictive and actionable intelligence, ISR operations, and targeting in a manner that, in part, drives the air tasking cycle. A common threat and targeting picture is critical to planning and executing theater-wide air, space, and cyberspace operations to accomplish JFACC objectives. The ISR division provides the means by which the effects of these operations are measured. ISR division personnel direct the AOC's distributed and reach-back ISR processes in order to conduct ISR strategy, intelligence preparation of the operational environment (IPOE), ISR operations, target development, and assessment, which provides the context for understanding the adversary's intentions and supports the achievement of predictive battlespace awareness (PBA). PBA is the situational awareness needed to develop patterns of behavior, constraints, and opportunities of geography, topography, cultures, environment, forces, and personalities that allow us to predict, misdirect, and pre-empt our adversaries in order to successfully create effects when and where we choose. This knowledge of the operational environment, in concert with C2, enables the JFACC to anticipate future battlespace conditions, establish priorities, exploit emerging opportunities, and act with a degree of speed and certainty not matched by our adversaries. It is also essential that the ISR division provide continuous perspective to all supported entities to include coordination and collaboration with the AFFOR/A2. This is critical to ensure a consistent intelligence perspective is provided to all participants.

6.2. Major ISR Division Process Inputs. ISR division process inputs include other component TNLs, JFC and JFACC guidance, JAOP, AOD, ATO, ACO, SPINS, ROE, LOAC, CCIRs, JIPOE and other component IPOE products, TSA products, all-source intelligence reporting, JTL, RTL, NSL, JIPTL, CRs, PED requirements, and sensor/platform availability.

6.3. Major IRSD Process Outputs. Major process outputs include an ISR synchronization matrix, RSTA annex, CPCL, collection decks, PIRs, IPOE products, INTSUM, DISUM, MISSUM, briefings, adversary OB, threat updates, electronic and automated target folders (ETF/ATFs), target materials, air component TNL, integrated TNL, weaponeering solutions, collateral damage estimates, STAR packages, mensurated aimpoints, BDAREPS, ISR assessment reports, and assessment information requirements (AIR) inputs to operational assessment.

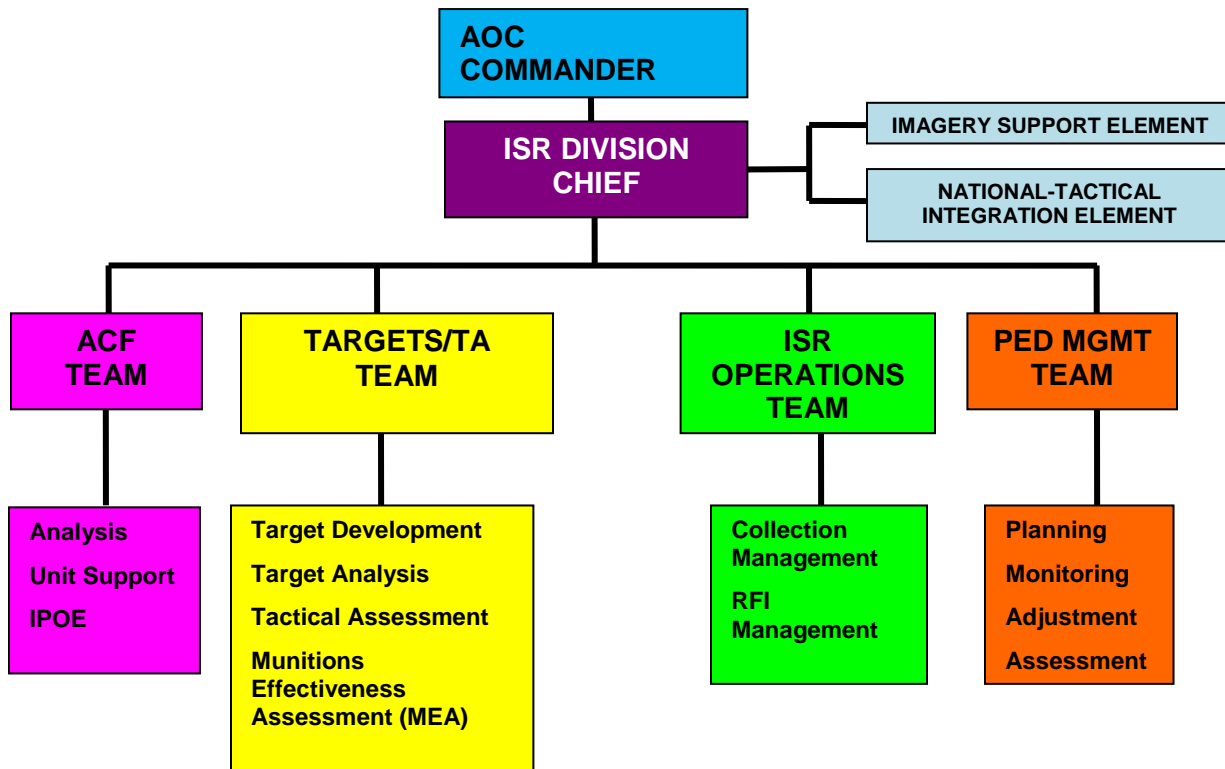
6.4. ISR/D Organization. The ISR division is led by the ISR Division Chief (CISR). It is functionally aligned to fully integrate sensor, platform, and functional experts within the ISR division core teams as well as in the other AOC divisions. This symmetry ensures consistency of function and general alignment of responsibilities. For ISR division organizational breakdown see **Figure 6.1 ISR Division Organization, Functional Teams, and Major Processes.**

6.4.1. IRSD Core Teams. The ISR division has the following core teams: analysis, correlation, and fusion (ACF), targets/tactical assessment (TA), ISR operations, and PED management (Note: As the situation warrants, the CISR may choose to subordinate PED management under the ISR operations team as a cell instead of making it a separate team. Likewise request for information (RFI) management may be placed under unit support). These core teams provide intelligence products and services that support the entire AOC, the

JFACC, air component operational units, other components, and joint/coalition/PN/OGA forces. ISR division core teams must work closely with all AOC specialty and support teams, such as airspace management, space, weather, and IO. In addition to the ISR division core team's two additional specialized ISR division elements are under the overall direction of the CISR. These elements are the imagery support element (ISE) and the national tactical integration (NTI) cell.

6.4.2. ISRD Embedded Personnel. The ISR division embeds personnel within the strategy, combat plans, and combat operations divisions during all phases of operations to ensure that ISR experts can best perform strategy, planning, execution and assessment activities. These embedded personnel also have the responsibility to provide the ISR division information developed as a result of activities in their respective divisions to enable the ISR division to conduct more effective ISR operations. However, they work for the respective AOC division chief within whose division they are embedded.

Figure 6.1. ISRD Organization, Functional Teams, and Major Processes



Note: ISR Division personnel also support strategy, combat ops, combat plans and air mobility divisions

6.4.3. Intelligence, Surveillance, and Reconnaissance (ISR) Division Chief (CISR). (AFSC: 14N). The CISR, the JFACC's senior intelligence officer, has overall authority and responsibility for the ISR processes within the AOC and has the authority to task organize the ISR division as required to meet JFACC objectives and operations with available resources. This position reports to the AOC Commander and works closely with the AFFOR/A2. Specific duties and responsibilities of the CISR include:

- 6.4.3.1. Integrate ACF, Targets/TA, ISR Operations, and PED Management processes, personnel, and support across all AOC divisions.
- 6.4.3.2. Synchronize JFACC ISR ops with joint air strategy, planning and operations assessment.
- 6.4.3.3. Evaluate adequacy of PIRs, RFIs, and analytical support of theater agencies for adaptive planning and execution processes and coordinate with the AFFOR/A2 and Joint Intelligence Operations Center (JIOC) on deficiencies.
- 6.4.3.4. Ensure JFACC and JAOC intelligence requirements are optimally stated in order to ensure national/theater ISR operations supplement/complement JFACC airborne ISR operations.
- 6.4.3.5. Evaluate adequacy of communications-electronics and WST support to ISR operations and advise the AOC Commander of recommended changes.
- 6.4.3.6. Evaluate the adequacy of national/theater ISR systems supporting the CCDR strategy and advise the AOC/CC, JFACC, AFFOR/A2, and JFC/J2 of deficiencies.
- 6.4.3.7. Review the ISR division estimates and prioritizations of adversary COAs, ensuring current, thorough and sound analysis. Ensure all IPOE products reflect the most current adversary COAs and are made available to all appropriate customers.
- 6.4.3.8. Ensure ISR systems are managed throughout the PED process to optimize support to operations. Identify system, architecture, and manpower limiting factors to JFACC and the AFFOR/A2.
- 6.4.3.9. Ensure the adequacy of substantive intelligence support provided to the wings and other USAF elements in theater. Work with the AOC Commander to correct deficiencies.
- 6.4.3.10. Ensure JFACC guidance, objectives, and tasks are addressed in the ISR strategy, planning, and execution processes.
- 6.4.3.11. Ensure JFACC objectives, tasks, and measures and indicators are addressed in the targeting process.
- 6.4.3.12. Ensure target development outputs and products adequately support JFC/JFACC planning, objectives, guidance, and execution.
- 6.4.3.13. Review the tactical assessment process and advise the AOC Commander of deficiencies. Work with the AOC/CC and division chiefs to correct deficiencies.
- 6.4.3.14. Ensure National Security Agency (NSA), Defense Intelligence Agency (DIA), Central Intelligence Agency (CIA), National Geospatial-Intelligence Agency (NGA), etc. representatives are supported and integrated into the AOC ISR processes.
- 6.4.3.15. Ensure training of augmentees assigned to the ISR division.
- 6.4.3.16. Ensure positional guides, worksheets, and procedural checklists are developed, reviewed, and updated for all appropriate ISR related duty positions.
- 6.4.3.17. Coordinate intelligence security requirements IAW guidance from the JFACC special security office (SSO) and applicable directives.

6.4.3.18. Identify duty positions which require access to SAP/special access required (SAR) or STO programs.

6.4.3.19. Direct the activities of the ISE and NTI cells when stood up in the AOC.

6.4.3.20. Develop special procedures and processes as required to accommodate coalition/PN/OGA operations.

6.4.3.21. Ensure floor space, systems, equipment, and communications requirements are identified for the ISR division.

6.4.3.22. Ensure use of the intelligence systems of record as defined in the most current version of the AOC WS baseline and AOC Weapon System Configuration Management Plan, and consistent with theater intelligence architectures. Identify system differences to the AOC Commander.

6.4.3.23. Provide support to JFACC and AFFOR/A2 as required.

6.4.3.24. Ensure adequate ISR division communication and coordination with other components, the ASOC, ISR POCs, and the air component coordination element.

6.4.4. Analysis, Correlation, and Fusion (ACF) Team. The ACF team is led by the ACF team chief and is comprised of an analytical cell and a unit support cell. The analytical cell may task organize into any combination of the following analysis elements: integrated air defense system (IADS); political-military, economic, and command, control, communications (PEC3); ground; naval; SOF; TBM; weapons of mass effect (WME). The analysis cell is responsible for conducting dynamic IPOE that provides the context for understanding the adversary's capabilities, options, and intentions, and supports the achievement of PBA. This cell also provides analytical support to the ISR personnel embedded in strategy, combat plans, and combat operations divisions. The unit support function advocates and whenever possible, satisfies, subordinate units' substantive analytical intelligence requirements.

6.4.4.1. ACF Team Chief. (AFSC: 14N). ACF team chief responsibilities include:

6.4.4.1.1. Direct the conduct of dynamic all-source IPOE. Ensure ACF team focus is on defining the battlespace environment, describing the battlespace effects, evaluating the adversary and their COGs, and determining adversary COAs.

6.4.4.1.2. Direct ACF team's identification and resolution of intelligence gaps.

6.4.4.1.3. Ensure the ACF provides the JFACC and JAOC divisions with predictive and actionable intelligence that will drive ISR operations, targeting, and ultimately the air tasking cycle.

6.4.4.1.4. Oversee the development and maintenance of air component intelligence requirements, supporting information requirements, and the recommendation of PIRs and essential elements of information (EEI). Establish criteria, validation and dissemination procedures.

6.4.4.1.5. Ensure substantive intelligence needs of theater air control elements and flying units are met.

- 6.4.4.1.6. Direct the ACF team efforts to amplify adversary activity in the AOC's CTP through analysis, correlation, and fusion of all-source information and data.
 - 6.4.4.1.7. Coordinate the production, review, and approval of the ACF team's primary deliverables (e.g., INTSUMs, DISUMs, briefings to the JFACC and other JAOC divisions).
 - 6.4.4.1.8. Ensure positional guides, worksheets, and procedural checklists are developed, reviewed, and maintained in conjunction with the ISR division AOC WS standard operating procedures for all appropriate ACF duty positions.
 - 6.4.4.1.9. Ensure ACF personnel are trained on and employ the full capabilities of their intelligence systems of record.
 - 6.4.4.1.10. In coordination with the AFFOR/A2, oversee the development, publication, and maintenance of the JFACC's intelligence reporting directive. Ensure information requirements appropriate for tasked units are included.
- 6.4.4.2. Analysis Cell. (AFSC: 14N/1NX).**
- 6.4.4.2.1. In conjunction with the IPOE efforts of the other components and appropriate reach back intelligence organizations, conduct dynamic all-source IPOE, concentrating on battlespace effects, and kinetic and non-kinetic adversary capabilities, options, and intentions (i.e., COAs) which may affect air, space, and cyberspace operations strategies, plans, and employment. IPOE assessments should cover the 24, 48, 72 and 96 hour periods required by the other divisions throughout the AOC and feed directly into the target nominations, combined effects board briefings conducted daily during exercise and wartime operations.
 - 6.4.4.2.2. Create named areas of interest (NAI) with associated indicators in an effort to focus ISR operations strategy and planning on those unique NAIs and indicators which can most efficiently confirm or refute the specific adversary COA(s) being pursued.
 - 6.4.4.2.3. Develop target areas of interest (TAI) that identify areas where mobile adversary high pay-off targets (HPT) can be acquired and prosecuted.
 - 6.4.4.2.4. Develop, publish and maintain JFACC intelligence requirements and supporting information requirements. Recommend JFACC PIRs and EEIs and changes to each as situation dictates. Monitor battlespace for indications of such activities and upon detection, validate and disseminate IAW unit procedures.
 - 6.4.4.2.5. Analyze, correlate, and fuse all-source intelligence information (data, reports, etc.) into a single, common intelligence understanding of the battlespace and the adversary's activities relative to their capabilities, options, and intentions (i.e., COAs), and, using the systems of record, disseminate this common understanding to customers via IPOE products such as event templates, event matrices, INTSUMs, DISUMs, MISSUMs and briefings.
 - 6.4.4.2.6. Provide for substantive intelligence needs of the AOC, theater air control elements, and flying units.

6.4.4.2.7. Support the JFACC effort to gain and maintain complete situational awareness of the battlespace in support of air operations by providing amplification data on adversary activity through analysis, correlation, and fusion of all-source intelligence into the CTP.

6.4.4.2.8. Review all-source incoming message traffic and data flow and ensure appropriate distribution throughout ACF and to intelligence analysts embedded to the other AOC divisions.

6.4.4.2.9. Maintain OB data in the AOC general military intelligence database while monitoring theater OBs relevant to air, space, and cyberspace operations for consistency and accuracy. Also, coordinate with appropriate theater production agencies to resolve any OB disagreements or conflicts.

6.4.4.2.10. Ensure OBs relevant to air and space operations are produced in formats compatible with subordinate unit automated intelligence and/or mission planning systems.

6.4.4.2.11. Coordinate with BCD, NALE, MARLE, SOLE, Coalition, PN and OGA LNOs, and other AOC elements, such as IO team, to monitor location and status of enemy and friendly OB.

6.4.4.2.12. Assist ACF strategist in nomination and maintenance of PIRs and establish and refine associated EEI; recommend changes to JFACC PIRs and update EEIs as changes in the battlespace warrant them.

6.4.4.2.13. Identify intelligence gaps relevant to air, space, and cyberspace operations strategy, planning, and execution, and prepare, submit, and monitor RFI, collection requirements (CR) and/or production requirements (PR) in attempts to eliminate said gaps.

6.4.4.2.14. Assist in the target development process and provide analysis in support of TA.

6.4.4.2.15. Coordinate with COD WST on assessment of environmental impacts to friendly and adversary weapon systems, tactics, timing, and other operational factors.

6.4.4.2.16. Coordinate with reach back partners on activity throughout the theater for intelligence reporting and analysis.

6.4.4.2.17. Provide relevant analysis support to the IO team.

6.4.4.2.18. Coordinate with AOC Space liaisons and COLE, when activated, to maintain space situational awareness.

6.4.4.2.19. Coordinate with theater, AFFOR staff force protection working groups (FPWG), and threat working groups (TWG) to provide ACF expertise to force protection processes.

6.4.4.2.20. Assist ACF strategist and OAT in development and maintenance of measures of effectiveness (MOE), success indicators (SI), and ACF assessment information requirements. Compile and provide tasked assessment information requirements data/inputs to OAT IAW unit procedures.

6.4.4.2.21. Provide analytical support to SIDO for threat warning, dynamic targeting, dynamic ISR, and personnel rescue activities during execution.

6.4.4.2.22. Provide for unique demands of analytical efforts in irregular warfare, i.e., the need to understand local population (human terrain) at least as well as the insurgent adversary.

6.4.4.3. Unit Support Cell. (AFSC: 14N/1NX).

6.4.4.3.1. Coordinate with AFFOR/A2 on the development of theater intelligence reporting directives and dissemination procedures to subordinate units.

6.4.4.3.2. Provide a single point of contact in the AOC to receive and track requests for information (RFIs) from subordinate units, and coordinate with collection requirements managers as appropriate.

6.4.4.3.3. Ensure intelligence related unit requests for assistance (RFA) inappropriately sent to AOC are forwarded to AFFOR staff unit support.

6.4.4.3.4. Monitor execution activities for information significant to unit aircrew debriefings and MISREPs (e.g., dynamic re-taskings, threat activity reported in INFLTREPs, etc.) and pass the information to the applicable unit(s).

6.4.4.3.5. Receive, track, and validate all unit intelligence reports to ensure reports meet standards set forth in reporting directives. Provide constructive feedback to units on format, content, and completeness of intelligence reports.

6.4.4.3.6. Ensure timely distribution of all unit intelligence reports to other AOC functions, JFC sections, and outside agencies with valid requirements.

6.4.4.3.7. Coordinate with SIDO team and analysis cell on establishment of threat update criteria and procedures for ensuring effective dissemination procedures to subordinate units (e.g., threat update codes). Ensure threat update criteria and procedures are incorporated into threat warning plan.

6.4.4.3.8. Develop and disseminate a production schedule of theater intelligence products to ensure all subordinate units are aware of available intelligence data and associated production schedules.

6.4.4.3.9. Identify floor space, systems, equipment, and communication requirements for the unit support cell to the ACF team chief.

6.4.5. Targets/TA Team. The targets/TA team is lead by the chief, targets/TA team and is comprised of two primary cells, the target development cell and the TA cell. The chief of targets/TA team supports other AOC divisions to ensure continuity in the targeting effort.

6.4.5.1. Targets/Tactical Assessment (TGT/TA) Team Chief. (AFSC: 14N). TGT/TA team chief responsibilities include:

6.4.5.1.1. Lead, supervise, coordinate, and conduct the targeting process in support of JFC and JFACC objectives.

6.4.5.1.2. Coordinate deployment and employment of targeting personnel and equipment, including those embedded in other AOC divisions.

6.4.5.1.3. Identify floor space requirements, targeting systems requirements, equipment requirements, and communications requirements.

6.4.5.1.4. Establish kinetic and non-kinetic target database and target material standards IAW theater guidance.

6.4.5.1.5. Work with higher headquarters to ensure required numbers of unit personnel are certified and current in point mensuration.

6.4.5.1.6. Oversee the establishment of kinetic and non-kinetic targeting strategies, target development, weaponeering options, and TA methodologies.

6.4.5.1.7. Attend key targeting meetings such as the TET, JTCB, SAP meetings, and other targeting related meetings, as appropriate.

6.4.5.1.8. Identify duty positions that require access to SAP/SAR or STO programs in order to facilitate target development and TA.

6.4.5.2. Target Development Cell. Target development cell responsibilities include:

6.4.5.2.1. Perform target development, in conjunction with the combatant command, ACF team, IOT, and other agencies as appropriate.

6.4.5.2.2. Perform target systems analysis. Systematically evaluate elements of potential target systems to determine which critical and vulnerable nodes could or should be attacked or affected to achieve objectives.

6.4.5.2.3. Maintain and update target database and online ETF/ATFs. Forward local target database updates to national database authorities.

6.4.5.2.4. Identify potential high payoff targets (HPTs) for inclusion in the TNL.

6.4.5.2.5. Provide mensurated coordinates for aimpoint nominations as required.

6.4.5.2.6. Calculate weaponeering solutions for nominated targets to achieve desired effects in support of JFACC tactical tasks. Provide weaponeered JIPTL to TET/MAAP.

6.4.5.2.7. Coordinate aimpoint and weaponeering requirements for specialized munitions such as TLAM, JASSM, and CALCM, with respective agencies.

6.4.5.2.8. Track kinetic and non-kinetic target nominations and target data history.

6.4.5.2.9. Coordinate with IOT, ACF, and ISR operations teams to determine collection requirements and EEIs for target development and nomination. Establish standing collection requirements where appropriate.

6.4.5.2.10. Maintain and provide target materials IAW theater procedures such as ATFs/ETFs and Geospatial Information and Services (GI & S) products. Ensure dissemination of targeting products to subordinate units prior to mission tasking.

6.4.5.2.11. Review, monitor, and submit recommended changes to JTL, RTL, and NSL.

6.4.5.2.12. Identifies, estimates and coordinates potential collateral damage concerns; works closely with the JA to ensure all potential targets comply with ROE/RUF and the LOAC.

- 6.4.5.2.13. Identify format and process for component target nominations. All components nominating a target to be affected by JFACC air assets will submit a component TNL in line with the prioritized tasks.
 - 6.4.5.2.14. Develop and maintain the air, space, and cyberspace operations component TNL.
 - 6.4.5.2.15. Validate all nominated targets IAW theater guidance.
 - 6.4.5.2.16. Incorporate feedback/TA results on previous ATO prosecuted targets into target nomination process.
 - 6.4.5.2.17. Merge all other component TNLs with the air and space operations component TNL to form one integrated TNL. Provide the integrated TNL with prioritized inputs to the TET.
 - 6.4.5.2.18. Ensure every nominated target can be linked to specific JFC and JFACC objectives, and that the targets are associated with the most appropriate objective.
 - 6.4.5.2.19. Coordinate target nominations and objectives with other AOC elements (TET, TA, OA, JA, LNOs, IO, STO, Target Duty Officers, ATO coordinator, etc.).
 - 6.4.5.2.20. Participate in strategy meetings, TET, JTCCB, MAAP team, and other meetings related to targeting strategy, target selection, and target nomination.
 - 6.4.5.2.21. Present the integrated TNL at TET meetings and provide applicable target materials.
 - 6.4.5.2.22. Coordinate with space planners in CPD to include space nominations in the air and space component TNL. Additionally, coordinate with DIRSPACEFOR to ensure other component (i.e. JFLCC, JFMCC, JFSOCC) space nominations are included in the component TNL.
- 6.4.5.3. **TA Cell.** (AFSC: 14N). TA cell responsibilities include:
- 6.4.5.3.1. Review ROE/RUF, JFACC objectives, operations plans, other component commanders' objectives, sortie allocation, target status, and attack results for incorporation into the TA process.
 - 6.4.5.3.2. Coordinate required TA products/information flow for the JFACC and other divisions in the AOC.
 - 6.4.5.3.3. Work with the ISR Operations team to include TA collection and reporting requirements.
 - 6.4.5.3.4. Coordinate with the ACF team to determine how the enemy is affected by offensive operations.
 - 6.4.5.3.5. Coordinate with the Strategy Team to determine specific requirements for the assessment process, and assist in the development of the daily assessment briefing to the JFACC.
 - 6.4.5.3.6. Coordinate with the JFC/J2 in the development of theater TA CONOPS. Identify duties of the AOC, JFC, and federated partners to support the Battle Damage Assessment (BDA) process.

6.4.5.3.7. Work with ACF unit support cell to include TA data requirements in the theater intelligence reporting directive, and coordinate dissemination of unit MISREPs/WSV.

6.4.5.3.8. Coordinate with IOT personnel to develop detailed effects analysis of IO missions and ensure IO effects feedback is incorporated into the assessment process.

6.4.5.3.9. Conduct PDA and Functional Assessment (FA) as required by theater CONOPS.

6.4.5.3.10. Prepare and disseminate PDA/FA reports. Update targeting database.

6.4.5.3.11. Conduct Estimated Damage Analysis (EDA) and include in TA results as appropriate

6.4.5.3.12. Review intelligence reports/summaries and target system assessments to evaluate JFACC objective attainment.

6.4.5.3.13. Ensure that non-traditional sources of information are monitored for inclusion in the TA process.

6.4.5.3.14. Feed re-attack recommendations to appropriate AOC team for immediate action and future ATO planning as appropriate.

6.4.5.3.15. Identify intended targeting and weapons effects to ISR operations personnel ISE, NTI, ACF, etc., for application during post-strike collection/exploitation.

6.4.5.3.16. MEA Responsibilities.

6.4.5.3.16.1. Coordinate with JFC and AFFOR staff to identify, collect and forward data requirements to MEA agencies for detailed analysis as required.

6.4.5.3.16.2. Compile a list of recommended targets that should have priority for MEA exploitation teams when enemy territory is occupied by friendly forces.

6.4.5.3.16.3. Based on inputs from MEA agencies, forward recommended changes in methodology, tactics, fusing or weapon selection to appropriate AOC divisions in order to improve effectiveness.

6.4.5.3.16.4. Assist AFFOR staff with short term MEA trend analysis as appropriate and recommend changes to weapons, fusing, and tactics.

6.4.6. ISR Operations Team. The ISR operations team is led by the ISR operations team chief and is comprised of two primary cells, the collection management cell and RFI management cell. ISR operations are the process of developing ISR strategy and plans and executing those plans to satisfy theater intelligence requirements. The CISR is responsible for synchronizing air component ISR operations with joint/coalition/PN/OGA forces but normally delegates to this team. The ISR operations team is responsible for managing collection operations, requirements, and RFIs. The RFI function may be subordinated to the Unit Support Cell in the ACF Team or the ISR Operations Team as deemed appropriate by the CISR. Additionally, the PED management team is an integral part of the ISR Operations process. (Note: ISR operations team and PED management team organization is at the

discretion of the CISR). ISR operations personnel support the AMD, strategy, combat plans, and combat operations divisions to ensure synchronization of all ISR operations.

6.4.6.1. ISR Operations Team Chief. (AFSC: 14N). ISR operations team chief responsibilities include:

6.4.6.1.1. Oversee ISR operations processes in support of JFC and JFACC objectives throughout the ATO cycle.

6.4.6.1.2. When delegated, the JFACC will exercise collection management authority (CMA), collections operations management, and/or Signals Intelligence (SIGINT) operational tasking authority (SOTA) for JFACC assigned/allocated ISR assets.

6.4.6.1.3. Represent the JFACC at the joint collection working group (JCWG) and joint collection management board (JCMB) to advocate JFACC information requirements and the effective use of JFACC assigned ISR assets (platforms/sensors).

6.4.6.1.4. Integrate ISR operations into combat operations and synchronize with the theater collection strategy.

6.4.6.1.5. Coordinate with the ISR operations strategist on the development of the JFACC ISR strategy as part of the overall air operations strategy supporting the JFC campaign. Ensure ISR strategy is included in the JAOP and AOD and coordinate with the ISR operations strategist on ISR operations assessment.

6.4.6.1.6. Oversee the ISR operations planning process as part of the daily planning effort. Develop the RSTA Annex. The RSTA Annex is the ISR supplement to the ATO. It contains detailed tasking of intelligence collection sensors and PED nodes and provides specific guidance to tasked ISR assets, including ISR platforms, sensors, and PED nodes/architecture. This product outlines the entire JFACC ISR plan for a given ATO, possibly at multiple classification levels.

6.4.6.1.7. Identify floor space, systems, equipment, and communication requirements for the ISR operations team to the CISR.

6.4.6.1.8. Ensure positional guides, worksheets, and procedural checklists are developed, reviewed, and updated for all appropriate ISR operations duty positions.

6.4.6.1.9. Develop, update, and publish ISR asset cross cueing guidance.

6.4.6.1.10. Oversee the development of JFACC CPCL.

6.4.6.2. Collection Management Cell. (AFSC: 14N). Collection management cell responsibilities include:

6.4.6.2.1. In coordination with the ISR operations strategist, assist the ACF team in creating and maintaining PIRs, and establishing and refining essential elements of information (EEI).

6.4.6.2.2. Provide expertise in guiding the employment of ISR assets.

6.4.6.2.3. Coordinate ISR planning, to include cross cueing guidance, with appropriate AOC and external agencies. Coordinate with the JFC and component collection managers and attend the JCWG/JCMB to ensure the JFACC's ISR plan is synchronized with the theater ISR plan.

6.4.6.2.4. Coordinate with the JFC collection managers to deconflict tasking for national, theater, and component ISR assets to ensure efficient use of limited ISR assets and prevent unintentional, redundant coverage.

6.4.6.2.5. Perform collection requirements management (i.e., receive and validate collection nominations) and maintain a collection requirements database (i.e., PRISM or locally approved requirements database).

6.4.6.2.6. Assist the ACF team in preparing collection requirements to meet planning and execution needs. Assist in establishing standing collection requirements where appropriate.

6.4.6.2.7. Coordinate with the target development cell to assist in formulating collection requirements and EEIs for target development and nomination. Assist in establishing standing collection requirements where appropriate.

6.4.6.2.8. Coordinate with the target development cell and target planners supporting the TET and MAAP team on targets/TA related collection requirements. Coordinate on pre- and post-strike collection requirements to ensure collection is synchronized to strike operations to meet targeting timelines. Understand intended targeting and weapons effects to ensure collection requirements/EEIs are crafted to maximize intelligence gain for targeting, BDA, and MEA.

6.4.6.2.9. Compile the JFACC CPCL. Ensure the JFACC and JAOC intelligence requirements are properly prioritized and validated.

6.4.6.2.10. Compile the JIPCL if delegated the responsibility by the JFC.

6.4.6.2.11. Coordinate current collection requirements for the upcoming ATO, including times and locations, with the ISR operations planner supporting the MAAP team and identify potential problems and shortfalls. Recommend adjustments of ISR aircraft tracks/missions as required.

6.4.6.2.12. Build ISR asset missions/sensor capacity for all JFACC assigned/allocated ISR assets in the ISR operations planning system (i.e., PRISM).

6.4.6.2.13. Conduct ISR operations planning in close coordination with the ISR operations planners in the CPD and the ISR platform LNOs to develop the ISR synchronization matrix based on requirements and AOD guidance.

6.4.6.2.14. Build sensor tasking (e.g., imagery collection decks) for all JFACC assigned/allocated ISR assets for inclusion in the RSTA annex.

6.4.6.2.15. Develop/compile the RSTA annex with inputs from the PED management team, ISR operations strategist, and ISR operations planner.

6.4.6.2.16. Monitor weather, ad hoc requirements, maintenance, mission shifts, emerging targets/threats, PED nodes, etc., which may drive adjustments to the ISR synchronization matrix and RSTA annex prior to ATO execution.

6.4.6.2.17. Coordinate with the ISR operations planner and ISR platform LNOs to ensure the ISR synchronization matrix in the RSTA annex is accurately represented in the ATO and assets are tasked as planned.

- 6.4.6.2.18. Disseminate the RSTA annex to the COD, tasked units, and other appropriate units/agencies. Coordinate daily tasking with the SIDO/ISRODO, RDO/ISR platform LNOs, and appropriate units/agencies to optimize collection.
 - 6.4.6.2.19. Ensure the JFACC's PIRs and the JAOC's intelligence requirements are satisfied from available collection platforms when possible.
 - 6.4.6.2.20. Forward JFACC requests for national collection to the JFC.
 - 6.4.6.2.21. Coordinate with other component collection managers to request support from available tactical assets.
 - 6.4.6.2.22. Coordinate with the tactical assessment cell to ensure ISR operations are supporting TA, including requirements of federated partners conducting PDA and MEA.
 - 6.4.6.2.23. Recommend ISR strategy modifications based on the current collection posture and operational environment.
- 6.4.6.3. Request for Information Management Cell.** (AFSC: 1NX). Request for Information Management Cell responsibilities includes:
- 6.4.6.3.1. Manage information requests that support JFACC planning and execution.
 - 6.4.6.3.2. Receive, validate, process, and track RFIs. Assess priorities, adjudicate/coordinate AOC/unit RFIs, and RFIs from lateral units and the JFC.
 - 6.4.6.3.3. Develop procedures for RFI submission and include them in the JAOP, the RSTA annex, and on the unit support/ISR operations web pages.
 - 6.4.6.3.4. Establish procedures for distributing answers back to requestors, such as COLISEUM, e-mail, and web sites, and ensure all requests and responses are available for review by subordinate units, AOC divisions, specialty teams, service components, the JFC, and outside agencies.
 - 6.4.6.3.5. Develop a formal customer feedback mechanism to determine if the RFI was satisfied. Track feedback in the designated database.
 - 6.4.6.3.6. Ensure requests for information other than intelligence, such as blue force questions or JFACC related request for assistance, are forwarded to the appropriate organization and tracked for follow up.
 - 6.4.6.3.7. Ensure PRs are prioritized IAW the JFACC objectives.
 - 6.4.6.3.8. Upon receipt of an RFI, determine if the information does/does not exist. If the information does exist, coordinate with the analysis cell, organization, or agency as appropriate to obtain the data and provide it to the requestor. If the raw data does not exist, coordinate with the collection management cell to create/submit a collection requirement.
- 6.4.7. Processing, Exploitation, Dissemination (PED) Management Team.** (AFSC: 14N, 1NX). The PED management team is the ISR division focal point for implementing, coordinating, maintaining, and assessing PED support from units or agencies external to the AOC. The PED management team also assesses the effectiveness of the PED effort. The PED management team coordinates with joint, coalition, PN, component, and national

agency intelligence producers in order to facilitate a robust PED program. It directs, manages, and coordinates all PED activities in support of the AOC. (Note: The PED management team performs functions that are an integral part of the ISR operations process). Although all AOCs require PED management as outlined in this section, depending on the particular requirements of the AOR and/or contingency involved, the CISR may choose to locate PED management functions within the ISR operations team. Specific responsibilities include:

6.4.7.1. Coordinate with collection managers/ISR operations planners to ensure the PED nodes can support the ISR operations tempo reflected in the ISR synchronization matrix. Ensure PED is planned for all scheduled ISR missions.

6.4.7.2. Produce the PED tasking order (PTO) or coordinate on the development of the PTO by an external organization (e.g., 480 ISRW) as appropriate. The PTO is the PED supplement to the RSTA annex. It contains tasking of PED nodes. The PTO pairs ISR assets with specific PED nodes for exploitation, and the RSTA annex provides detailed tasking and specific guidance (i.e., ERs, specific EEIs, dissemination guidance, etc.) to designated PED nodes tasked in the PTO.

6.4.7.3. Provide PED guidance and tasking to support development of the RSTA annex, JAOP, and AOD.

6.4.7.4. Act as the single focal point for PED customer support. Track collection requirements throughout the PED process, ensuring the PED process is responsive to customer timelines.

6.4.7.5. Coordinate with RDO/ISR platform/PED LNOs and track the processing, exploitation, and dissemination within the IMINT, SIGINT, MASINT, and Human Intelligence (HUMINT) disciplines.

6.4.7.6. Monitor and adjust/coordinate changes to the PED tasking, architecture and flow during ATO/RSTA annex/PTO execution, as required.

6.4.7.7. Monitor METOC, ad hoc requirements, maintenance, mission shifts, emerging targets, etc. that may drive adjustments to the PED tasking/flow.

6.4.7.8. Coordinate with the ISR operations strategists, ISR operations team, ISR operations duty officers/technicians, ISR platform/PED LNOs, component LNOs, JFC/component collection managers, the ACF team, customers, etc. (as applicable) to assess accomplishment of collection requirements (satisfied/unsatisfied) and provide ISR operations assessment data during the JCWG/JCMB.

6.4.7.9. Provide metrics for ISR operations assessment to the SD.

6.4.7.10. Advise/coordinate with the ISR operations team and SIDO/ISR operations duty officers/technicians in the COD on immediate PED issues that affect current or upcoming operational missions (i.e., architecture problems, outages, etc.).

6.4.7.11. Compile and distribute the dissemination plan for theater ISR operations to assist customers in finding products.

6.4.7.12. Perform daily cross-feed with ISR division teams, subordinate units, other components, and the JFC to ensure PED processes are responsive to their needs.

6.4.7.13. Identify problems and coordinate solutions within the PED architecture.

6.4.7.14. Ensure requirements for PED support are clearly defined and disseminated to all supporting PED nodes.

6.4.7.15. Ensure timely dissemination of actionable intelligence from the PED nodes to all appropriate entities.

6.4.7.16. Develop and present platform/sensor to target recommendations; ensure PED supports collection requirement.

6.4.8. Imagery Support Element (ISE). (AFSC: 1N1). The ISE is a specialized team that directly supports the AOC with geospatial products. The ISE supports the AOC Commander, through the CISR, with GEOINT attributes for the USAF distributed common ground system (DCGS) weapon system enterprise. Through trained, mission-certified imagery analysts, the ISE provides a focused, specialized skill set enabling elements of the ISR division and other JAOC divisions to achieve JFACC objectives. The CISR may assign the following roles and responsibilities as regional and/or functional AOC needs dictate. Note: Those AOCs who receive imagery support directly from a collocated DCGS site may not have an ISE.

6.4.8.1. Provides tailored 24/7 imagery exploitation support for unique and/or ad hoc priority collection requirements impacting threat warning (TW), theater missile defense (TMD), dynamic targeting (DT), irregular warfare (IW), and other time-sensitive operations.

6.4.8.2. Provides tailored 24/7 imagery exploitation and production support to the various teams within the AOC through RFI processes.

6.4.8.3. Provides tailored 24/7 imagery exploitation, production and analysis support to CCDR, theater intelligence brigades and other supported commander intelligence entities.

6.4.8.4. Provides tailored 24/7 PED support, as part of the overall JFACC PED architecture, focused primarily on imagery exploitation (primarily of NTISR and traditional TACRECCE), exploitation of GMTI feeds, and NRT FMV to support air campaign planning and execution.

6.4.8.5. Serves as a back-up exploitation node to USAF DCGS for FMV exploitation.

6.4.8.6. Serves as distributed MASINT exploitation node.

6.4.8.7. Provides support to PED management team (paragraph 6.4.7) overseeing imagery tasking, collection, exploitation and dissemination assigned to all PED nodes in support of AOC's RSTA Annex.

6.4.8.8. Monitor/exploit real-time motion imagery as required.

6.4.8.9. Confirm or deny intelligence obtained through other disciplines.

6.4.8.10. Provide real-time exploitation/support to combat operations.

6.4.8.11. Provide cross cueing/tippers for ISR assets.

6.4.9. National Tactical Integration (NTI) Cell. (AFSC: 1NX). The NTI cell is an organization of AFISRA personnel which may be embedded within the ISR division with the

capability to reach back to the national intelligence community to provide an “in the fight” national intelligence presence, bridging the gap between national intelligence capabilities and operational air component needs. The NTI Cell is the primary source within the ISR division/AOC for perishable national level intelligence data to support dynamic air, space, and cyberspace operations including time sensitive targeting, PR/CSAR, and imminent threat warning (ITW). NTI Cell responsibilities include (NOTE: all the following responsibilities may not be applicable or required for every AOC):

- 6.4.9.1. Provide robust intelligence reach-back to, and push-forward from, national and regionally-focused intelligence organizations.
- 6.4.9.2. Assist ISR division collection managers with specialized collection, requests for information (RFIs) and information needs.
- 6.4.9.3. Coordinate with the PED management team to establish guidelines for national community reach-back, push-forward coordination and dissemination.
- 6.4.9.4. Relay ISR division/AOC planning documents such as the JAOP; AOD; MAAP; ATO; RSTA annex; etc., to the nationally- and regionally-focused intelligence organizations to maximize responsive collection and reporting for the ISR division/AOC.
- 6.4.9.5. Provide specialized expertise to the ISR division/AOC to aid in consolidating, disseminating, and archiving intelligence data derived from national sources.
- 6.4.9.6. Provide specialized expertise to the ACF team in development of PIRs, EEIs, and NAI indicators.
- 6.4.9.7. Provide specialized expertise to the Targets/TA for target development and tactical assessment.
- 6.4.9.8. Monitor the operational status and dissemination capabilities of national and theater intelligence systems.
- 6.4.9.9. Operate and exploit specific intelligence systems and databases (i.e. NSANet, ANCHORY, Zircon Chat, COASTLINE, NSTS phone, Data Correlation Tool, joint tactical information distribution system [JTIDS] equipment, etc.) for relevant information to satisfy customer requirements.
- 6.4.9.10. Provide intelligence-derived analytic input to ISR analytical products, to include classification guidance and sanitization.
- 6.4.9.11. As required, sanitize classified intelligence information to collateral-level and push from compartmented systems to collateral-level ISR division/AOC communications systems (i.e., SCI Chat to collateral-level information workspace [IWS], analyst support architecture [ASA]-Picster to improved multi-link translator display system [IMTDS], etc.), when possible. Some intelligence information may not be sanitized to the collateral-level.

6.5. ISR Division Direct Support to Other Divisions. ISR division personnel are embedded in the Strategy Division, Combat Plans Division and Combat Ops Division to support those divisions as shown below. These personnel provide on hand intelligence support to these divisions as well as providing a conduit for the exchange of information between these divisions

and the ISR division. These personnel respond to the operational guidance of the respective division chiefs with functional guidance provided by the CISR.

6.5.1. Strategy Division (SD).

6.5.1.1. Embedded ACF Support to the SD:

6.5.1.1.1. In coordination with the ACF Team provide analysis of adversary capabilities, options and intentions (i.e., COAs) in support of the Joint Air and Space Estimate Process during crisis action planning and oversee the development of the adversary forces portion of the JAOP.

6.5.1.1.2. Provide and/or coordinate with ACF Team for current and predictive briefings on the operational environment, adversary doctrine capabilities, COGs, COAs and avenues of approach relevant to strategy development.

6.5.1.1.3. Provide IPOE analysis coordinated with the ACF Team in support of JFACC strategy development.

6.5.1.1.4. Coordinate with ACF Team and ISR Operations and Targets/TA Strategists to develop and update commander's PIRs.

6.5.1.1.5. Support strategy and AOD development through predictive estimates, coordinated with the ACF Team, of adversary activity (air, air defense, C3, WMD, TBM, information operations, terrorism, ground, naval, and space as applicable) in the operational environment.

6.5.1.1.6. Provide analytical support to Operational Assessment, including identification of appropriate Assessment Information Requirements (AIRs).

6.5.1.1.7. Ensure ACF Team understanding of and responsiveness to AIRs for which they are OPR and/or OCR.

6.5.1.1.8. Identify intelligence gaps impacting strategy development, planning guidance and operational assessment, and, in coordination with ACF Team, generate and monitor status of RFIs, collection requirements (CR) and/or production requirements (PR) to close gaps.

6.5.1.1.9. Ensure Strategy Division leadership is aware of intelligence gaps impacting strategy development, planning guidance and operational assessment and update leadership accordingly on status changes.

6.5.1.1.10. In coordination with ACF Team, ensure Strategy Division teams are aware of significant adversary activities within the operational environment affecting air and space strategies, plans, and employment.

6.5.1.2. Embedded Targeting Support to Strategy Division:

6.5.1.2.1. Act as the primary liaison between the Targets/TA Team and the Strategy Division for targeting and TA related issues.

6.5.1.2.2. Assist in developing, evaluating, and refining JFC and JFACC targeting strategies and assessment methodologies.

6.5.1.2.3. Assist in defining clearly stated aerospace objectives, tasks, measures, and success indicators that meet JFC and JFACC objectives and desired effects.

6.5.1.2.4. Provide targeting and tactical assessment inputs to Strategy Division briefings and AOD development.

6.5.1.2.5. Convey the JFC/JFACC's objectives and guidance to the Targets/Tactical Assessment Cell.

6.5.1.2.6. Coordinate with ACF to provide adversary target systems/COG analysis and assessments for attack considerations and operational assessment.

6.5.1.2.7. Coordinate with ISR Operations Strategist to synchronize ISR and targeting strategies.

6.5.1.3. Embedded ISR Operations Support to Strategy Division:

6.5.1.3.1. Apply current JFC and JFACC objectives and guidance.

6.5.1.3.2. In coordination with the ISR operations team, develop, input (using appropriate JAOC system), and coordinate the JFACC ISR strategy (to include ISR operations objectives and tasks, MOEs, narrative ISR guidance, and JFACC PIRs) as part of the overall JFACC strategy for incorporation into the JAOP and AOD.

6.5.1.3.3. Coordinate the JFACC ISR strategy with the JFC collection managers to ensure synchronization with the overall theater ISR strategy in support of JFC objectives.

6.5.1.3.4. Assist in the development of the JAOP and AOD.

6.5.1.3.5. Advise the SD on ISR platform/sensor/PED capabilities and limitations.

6.5.1.3.6. Consolidate SD requests for intelligence information, collection, and production and submit to the ISR operations team.

6.5.1.3.7. Conduct ISR operations assessment and provide input to the OA process.

6.5.1.4. ISR Platform LNOs Support to Strategy Division:

6.5.1.4.1. Assist the ISR operations team and ISR operations strategist in the development of the JFACC ISR strategy as part of the overall JFACC strategy for incorporation into the JAOP and AOD.

6.5.1.4.2. Advise the SD on the status, capabilities and limitations of ISR platforms, sensors and PED nodes.

6.5.1.4.3. Provide metrics for ISR operations assessment and overall OA.

6.5.2. Combat Plans Division (CPD).

6.5.2.1. Embedded ACF Support to the CPD:

6.5.2.1.1. In coordination with ACF Team, ensure CPD teams are aware of significant adversary activities within the operational environment affecting ATO planning process.

6.5.2.1.2. Coordinate NAIs and TAIs with the ISR division ISR Ops Team and CPD ISR operations planners for ISR planning.

6.5.2.1.3. Coordinate with ACF Team to produce tailored predictive intelligence estimates, briefings, and other products that support ATO and RSTA Annex development.

6.5.2.1.4. Assist CPD embedded target planners with target development/modification.

6.5.2.1.5. Identify intelligence gaps impacting the ATO planning process, and, in coordination with ACF Team, generate and monitor status of RFIs, CRs and PRs to close gaps.

6.5.2.1.6. Ensure CPD leadership is aware of intelligence gaps impacting ATO planning process and update leadership accordingly on status changes.

6.5.2.2. Embedded Targeting Support to Combat Plans Division:

6.5.2.2.1. Assist planners in validating all targets and aimpoints on the draft JIPTL and MAAP IAW theater guidance.

6.5.2.2.2. Coordinate with IO Team to deconflict non-kinetic effects against JIPTL targets.

6.5.2.2.3. Assist the TET in prioritizing nominated targets on draft JIPTL by their associated prioritized tasks and an evaluation of target criticality to the overall joint campaign.

6.5.2.2.4. Coordinate approval of potential high collateral damage or sensitive targets on JIPTL IAW theater guidance.

6.5.2.2.5. Attend all required planning meetings and the JTCB. Provide targeting expertise on the draft JIPTL for the JTCB.

6.5.2.2.6. Provide weaponeering recommendation/effects options for achieving desired effects against nominated aim points/targets.

6.5.2.2.7. Coordinate force application for all targets, including those identified for non-kinetic and STO effects.

6.5.2.2.8. Submit targeting/TA related collection requirements to ISR Operations Planner.

6.5.2.2.9. Act as the primary liaison between the Targets/TA Team and the CPD for targeting, weaponeering and TA related issues.

6.5.2.2.10. Identify to the target development cell those JIPTL targets which did not make it to the MAAP.

6.5.2.2.11. Provide finished MAAP products to the ISR division Targets/TA and ISR Operations Teams.

6.5.2.3. Embedded ISR Operations Support to Combat Plans Division:

6.5.2.3.1. Brief the MAAP team on ISR collection requirements to include necessary sensor locations and collection timelines, as well as any ISR limitations that may impact planning and the overall air scheme of maneuver.

6.5.2.3.2. Work with MAAP personnel and RDO/ISR platform LNOs to coordinate appropriate on-station times for each JFACC-assigned ISR asset.

6.5.2.3.3. Coordinate tactical reconnaissance (TACRECCE) requirements with appropriate aircraft LNOs and MAAP team personnel to determine availability and feasibility of TACRECCE coverage.

6.5.2.3.4. Coordinate non-traditional ISR scheduling with aircraft LNOs and appropriate MAAP team personnel. This may involve dedicated and non-dedicated assets.

6.5.2.3.5. Translate the overall MAAP plan and air scheme of maneuver to the ISR operations team.

6.5.2.3.6. Work with the target planners in the TET and MAAP team to address appropriate collection requirements to include pre-strike collection and BDA associated with JIPTL/MAAP targets scheduled for strike.

6.5.2.3.7. Maintain situational awareness on ISR asset planning requirements to include airspace, refueling, CAP support, SEAD support, retrograde and threat warning procedures with the RDO/ISR platform LNOs and other mission planners.

6.5.2.3.8. Coordinate with the collection management cell in the ISR operations team, ISR platform LNOs, and appropriate MAAP team personnel in the development of the ISR synchronization matrix.

6.5.2.3.9. Ensure the ATO accurately reflects the intended scheduling and employment of ISR assets, as depicted on the ISR synchronization matrix published in the RSTA annex.

6.5.2.3.10. Coordinate with the ISR operations team/SIDO team on the following: MAAP team planning considerations, air scheme of maneuver, updated ISR synchronization matrix, ISR/strike integration plan for pre-strike collection and BDA, inherent collection requirements associated with the MAAP for strike assets, etc.

6.5.2.4. ISR Platform LNOs Support to Combat Plans Division:

6.5.2.4.1. Advise the MAAP team on any ISR platform limitations that may impact planning and the overall air scheme of maneuver.

6.5.2.4.2. Work with MAAP personnel, the ISR operations planner, the ISR operations team and the WOCs to coordinate the ISR synchronization matrix and appropriate on-station times for each JFACC-controlled ISR asset.

6.5.2.4.3. Ensure ISR assets are scheduled in the ATO.

6.5.2.4.4. Once the ATO is published, ensure the ATO accurately reflects the intended scheduling and employment of ISR assets, as depicted on the ISR synchronization matrix published in the RSTA annex.

6.5.2.4.5. Work operational issues such as airspace, CAP support, SEAD support, tankers, etc. and ensure that each mission has the required support available.

6.5.2.4.6. Attend the JCWG/JCMB to provide ISR platform expertise and advocate the effective use of JFACC-assigned ISR assets (platforms/sensors) as required.

6.5.3. Combat Operations Division (COD). ISR division personnel embedded in the COD form the Senior Intelligence Duty Officer (SIDO) Team. The SIDO provides functional guidance to all ISR personnel in the COD. However, the SIDO may task organize the team in the most effective way to support the current operations. For example, the SIDO may assign targeting personnel directly to the SODO's dynamic targeting cell, or may task organize part of the team into an Intelligence, Surveillance and Reconnaissance Cell (ISARC) which will operate primarily in a Sensitive Compartmented Information Facility (SCIF) on/near the COD floor.

6.5.3.1. Senior Intelligence Duty Officer. (AFSC: 14N). The SIDO is the senior intelligence officer in the COD. The SIDO organizes and directs the operations of ISR personnel embedded in the COD (the SIDO Team), and reports to the CCO. The SIDO Team consists of Intelligence Duty Officers/Technicians, Target Duty Officers/Technicians, ISR Operations Duty Officers/Technicians, ISE personnel, NTI Cell personnel, and RDO/ISR Platform LNOs. SIDO responsibilities include:

6.5.3.1.1. Provide recommendations and advice to the CCO on all ISR issues.

6.5.3.1.2. Monitor the battlespace for enemy threats.

6.5.3.1.3. Provide threat situational awareness and ensure imminent threat warnings are disseminated.

6.5.3.1.4. Monitor the battlespace for DT/TST opportunities.

6.5.3.1.5. Provide target intelligence, weaponeering, and CDE for DTs/TSTs and dynamic targets.

6.5.3.1.6. Monitor ISR asset execution in the ATO and RSTA Annex.

6.5.3.1.7. In coordination with the CCO, recommend and/or approve dynamically adjusting ISR assets in response to mission and/or priorities shifts, environmental factors or emerging threats and targets as required.

6.5.3.1.8. Ensure threat and targeting intelligence provided by the SIDO Team is valid.

6.5.3.1.9. Ensure proper coordination and notification with other AOC, component and JFC intelligence organizations for changes to the ISR plan.

6.5.3.1.10. Coordinate target intelligence processes for and support the SODO/SADO in all threat/targeting efforts.

6.5.3.1.11. Coordinate the overall intelligence flow of information to and from COD ISR personnel with the ISR Division.

6.5.3.2. Embedded ACF Support to Combat Operations Division (Intelligence Duty Officers/Technicians):

6.5.3.2.1. Assist ACF Team in development and prioritization of intelligence requirements, and validation and dissemination procedures for indications and warnings (I&W) and Threat Update Codes (TUC).

6.5.3.2.2. Monitor and analyze incoming intelligence on adversary threat activities; fuse into a COP of the operational environment in support of air operations and ATO execution.

6.5.3.2.3. Provide I & W and threat warnings to COD.

6.5.3.2.4. Ensure applicable COD teams are aware of significant adversary activities potentially affecting execution operations.

6.5.3.2.5. Alert ACF, targeteers and ISR Operations Duty Officer when potential significant adversary activities are noted in the COD.

6.5.3.2.6. Produce tailored, predictive intelligence analyses in support of finding, fixing, tracking, targeting, engaging and assessing threats/targets.

6.5.3.2.7. Identify intelligence gaps impacting execution operations and generate immediate collection requirements (CR) in coordination with the ISR Operations Duty Officer/Technician to eliminate gaps.

6.5.3.2.8. Ensure COD leadership and ACF Team are aware of intelligence gaps impacting execution operations and update leadership accordingly on status changes.

6.5.3.2.9. Provide, or coordinate with, ACF Team, when necessary, for analytical support to PR and other functions or liaisons planning immediate operations within the ATO cycle.

6.5.3.3. Embedded Targeting Support to Combat Operations Division (Target Duty Officers/Technicians):

6.5.3.3.1. Monitor execution of the ATO. Ensure all targets (preplanned, dynamic, TST, etc.) are validated and adhere to C/JFACC objectives and guidance.

6.5.3.3.2. Develop and recommend targeting outputs including target significance, weaponeering, aimpoint mensuration, etc., for the re-tasking of assets, as required.

6.5.3.3.3. Conduct DT/TST.

6.5.3.3.4. Track the prosecution of preplanned JIPTL targets and dynamic targets (include kinetic and non-kinetic effects), and disseminate TA.

6.5.3.3.5. Coordinate mission tracking results with the TA Cell and the ISR Operations Team to ensure efficient collections asset utilization for the TA process.

6.5.3.3.6. Ensure target database is updated with emerging and time-sensitive targets.

6.5.3.3.7. Provide CD estimates, in coordination with the JAG, for DT/TST nominations and weapons recommendations.

6.5.3.3.8. Provide feedback to the SIDO Team and targeteers in the IRD on how the targeting strategy was executed during the ATO period.

6.5.3.4. Embedded ISR Operations Support to Combat Operations Division (ISR Operations Duty Officers/Technicians):

6.5.3.4.1. Develop dynamic ISR operations checklists to facilitate shift change, dynamic retasking and ATO day changeover.

- 6.5.3.4.2. Confirm/validate current tasking with ISR platform/sensor/PED LNOs based on the current operational environment and any emerging operational or tactical requirements.
 - 6.5.3.4.3. Monitor execution of the ATO and RSTA annex.
 - 6.5.3.4.4. Maintain awareness of friendly and enemy operational environment changes that affect ISR operations and inform the SIDO as necessary.
 - 6.5.3.4.5. Receive, validate, process, and task ad hoc collection requests.
 - 6.5.3.4.6. Dynamically adjust ISR platform/sensor/PED node tasking and coordinate changes to the RSTA annex and the ISR portion of the ATO during execution in response to emerging collection requirements and changes within the operational environment due to mission and/or priorities shift, environmental factors, emerging threats and targets, etc.
 - 6.5.3.4.7. Obtain CCO or designated representative approval for all platform deviations and diverts while minimizing the impact of lost sorties, degraded sensors, ad hoc requirements, adverse weather, etc.
 - 6.5.3.4.8. Conduct gain/loss assessment when re-tasking ISR assets.
 - 6.5.3.4.9. Provide ISR and PED support to the DT process.
 - 6.5.3.4.10. Coordinate ISR support to PR operations as required.
 - 6.5.3.4.11. Report dynamic adjustments/changes to the RSTA annex to the CCO, SIDO, requestors, and other AOC elements as required.
 - 6.5.3.4.12. Provide feedback on the status of ad hoc collection requests.
 - 6.5.3.4.13. Provide feedback on ISR operations accomplished each ATO day in support of ISR operations assessment.
 - 6.5.3.4.14. Serve as back up to IDOs in monitoring the COP and intelligence traffic for threat activity.
- 6.5.3.5. PED Management Support to Combat Operations Division. PED managers are responsible for the management and oversight of PED assets during execution. PED managers may be embedded in the SIDO team or may support the SIDO team from the ISR division PED management team.
- 6.5.3.5.1. Monitor the execution of the ATO, RSTA annex and PTO and maintain awareness of friendly and enemy operational environment changes that may affect the ISR/PED plan.
 - 6.5.3.5.2. Troubleshoot PED problems (e.g., outages).
 - 6.5.3.5.3. Dynamically adjust/coordinate changes to the PED portion of the RSTA annex and PTO as required.
 - 6.5.3.5.4. Coordinate with external organizations to track collection requirements tasked in the RSTA annex and ad hoc collection requirements through the PED process and provide feedback to the appropriate stakeholders.

6.5.3.6. RDO/ISR Platform LNOs Support to Combat Operations Division. The RDO/ISR platform LNOs are assigned to the SIDO team and are responsible to the CCO/SIDO/SODO/ CPD/SD as appropriate, for the management of ISR assets (in coordination with ISR operations personnel) assigned or made available to the JFACC. For the purposes of this document, RDO refers to duty officers assigned to the COD and are the COD's primary operations officers responsible for ISR ATO execution. ISR platform LNOs are focused on their particular weapon system and normally share time between the SD, CPD, COD, and ISR division. (Note: ISR platform LNOs are enablers and not part of the core crew structure of the AOC.)

6.5.3.6.1. Know the details of each airborne ISR mission, such as associated C2, EW, SEAD, collection priority and intent for the mission, on-station times, off-station times, tanker support, track/orbit/flight plan, status of associated PED nodes and mission results.

6.5.3.6.2. Ensure that each mission has the required support available and that each tasking reflects an effective and tactically prudent use of that asset.

6.5.3.6.3. Monitor the execution of the ATO for the assigned ISR assets and maintain total awareness of the operational environment and the status of ISR units. Monitor ISR missions and associated combat support from departure through recovery.

6.5.3.6.4. Pass on critical information to/from the WOCs concerning air raid warnings, changes, diverting aircraft, airfield status, aircraft/sensor status, etc.

6.5.3.6.5. Inform the CCO, SIDO, and ISR operations duty officer/technician of major deviations from the ATO and changes affecting ISR missions immediately.

6.5.3.6.6. Ensure that any change to mission tasking is fully coordinated with the ISR operations duty officer/technician, all affected duty officers/technicians, PED LNOs, controlling agencies and WOCs.

6.5.3.6.7. When adjustments to the ATO/RSTA annex are required, work operational issues such as airspace, CAP support and tankers as required.

6.5.3.6.8. Ensure pre-planned and immediate tasks are attainable and remain compatible with the current situation and JFACC objectives.

Chapter 7

AIR MOBILITY DIVISION (AMD)

7.1. General. In coordination with the DIRMBOFOR, the AMD plans, coordinates, tasks and executes the theater air mobility mission. The DIRMBOFOR is responsible for integrating the total air mobility effort for the COMAFFOR or JFAC and, in this capacity, provides direction to the AMD to execute the air mobility mission. The Chief of AMD ensures the AMD works as an effective division of the AOC in the air and space planning and execution process. The AMD coordinates with the JFC movement requirements and control authority (e.g., Joint Movement Center [JMC]), the theater Air Mobility Operations Control Center [AMOCC] (if established), COMAFFOR A-4 division staff, and the AMC TACC.

7.1.1. Global Mobility. The AMD will plan, coordinate, task and execute intra-theater airlift, aeromedical evacuation (AE) and air refueling (AR) missions. The AMD provides for integration and support of all air mobility missions. The AMD schedules intra-theater airlift requests in conjunction with the JFC airlift priorities through the deployment distribution and operations center (DDOC), if established, and the 618 AOC (TACC) for inter-theater airlift. Building partnership (BP) operations are another important consideration in global mobility operations. Specific personnel selection/qualification guidance for BP operations can be found in AMC Air Mobility System Building Partnerships Concept of Employment, v. 3.4, 2 August 2010, and in the Concept of Employment - Institutionalizing Building Partnerships into Contingency Response Forces, 9 April 2010. The AMD will integrate and direct execution of theater-assigned and United States Transportation command (USTRANSCOM)-assigned mobility forces operating in the AOR/joint operations area (JOA) in support of the JFC requirements/objectives. The AMD must be prepared to plan and direct air mobility missions into high threat environments (i.e., Chemical, Biological, radiological, Nuclear [CBRN], Integrated Air Defense Systems [IADS]).

7.1.2. Contingencies. In contingencies, air mobility requirements peak during the deployment and build-up stage of the operation. As the contingency transitions into the sustainment phase, requirements decrease to a near-steady level. Once the redeployment stage begins, air mobility requirements will once again peak. The increased use of air mobility assets across the range of military operations also dictates the need for theater AOC AMD readiness. Therefore, the theater AOC AMD must be ready to quickly transition from normal to contingency operations at the very outset of a contingency response.

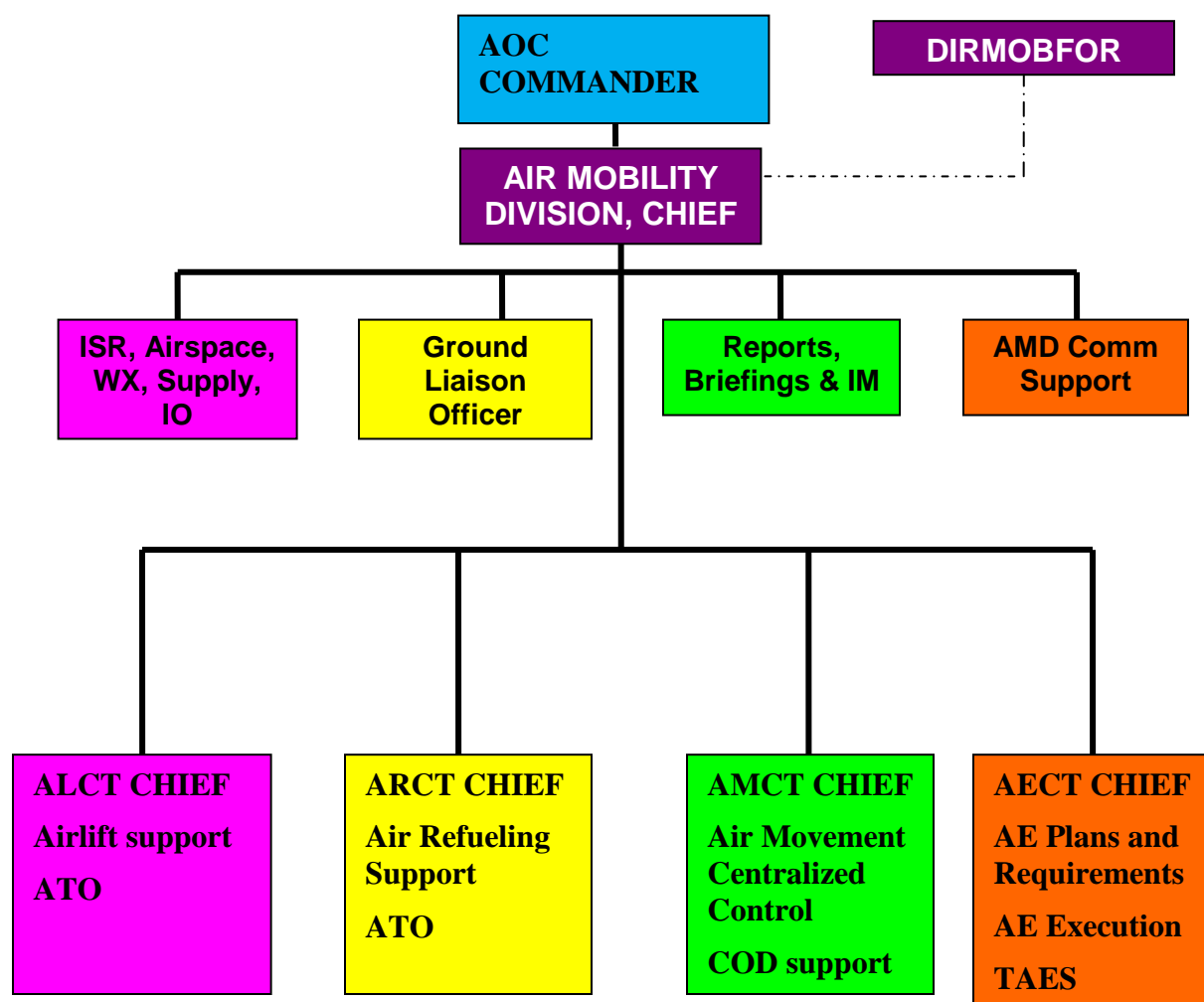
7.2. Major AMD Process Inputs. Inputs include USTRANSCOM, AMC, JMC/DDOC validated requirements, timed phased force deployment data (TPFDD), JAOP, AOD, JIPTL, ACP, AADP, ACO, ATO, SPINS, TACOPDAT, ROE/RUF, OPORD, and operational reports (OPREP).

7.3. Major AMD Processes. The AMD chief and all team chiefs will establish effective procedures for managing AMD activities within their span of control to include the following: Establish and enforce procedures that ensure all personnel provide complete, accurate, properly formatted, and timely inputs to the global decision support system (GDSS). Develop and manage the battle rhythm sufficient to accomplish ATO/ACO development, operational assessment, SPINS development, and special projects, as required.

7.4. Major Process Outputs. Outputs include the airlift schedule, tanker schedule, air mobility support schedule, SPINS, daily SITREPs to inform all higher headquarters and commanders of air mobility activity in the AOR/JOA, after-action reports, lessons learned inputs, and airspace control measure (ACM) requests (ACMREQ).

7.5. Organization. The AMD is led by the AMD chief and is normally organized into four functionally oriented teams: airlift control team (ALCT), air refueling control team (ARCT), air mobility control team (AMCT), and aeromedical evacuation control team (AECT). Team composition (e.g., numbers, specialties, and skill levels) will normally be tailored to meet unique mission requirements. See [Figure 7.1 AMD Organization, Functional Teams, and Major Processes](#).

Figure 7.1. AMD Organization, Functional Teams, and Major Processes



7.5.1. Airlift Control Team (ALCT). The ALCT provides intra-theater airlift functional expertise to plan and coordinate intra-theater airlift operations in the AOR/JOA. Airlift planners within the ALCT are responsible for completing the airlift portion of the ATO by processing validated airlift requests received from the JMC/DDOC, opportune cargo, and merging them with forecast inter-theater airlift movements into the AOR/ JOA. The ALCT also ensures the integration of inter-theater air mobility missions with intra-theater air, space,

and cyberspace operations planning. This includes air mobility integration and coordination of USTRANSCOM-assigned air mobility forces. Direct-delivery inter-theater air mobility missions, if required, will be coordinated with the AMD and planned/tasked by the 618 AOC (TACC). The ALCT coordinates with MAF Mobile C2 units (CRG/CRE/CRT) deployed within the AOR for the purpose of identifying airfield capabilities and mobility support requirements. The ALCT must integrate its activities with the ARCT, AMCT, AECT, and specialty/support functions to the maximum extent possible to support the total air mobility effort. The ALCT will attach a planner to the SD, as required.

7.5.2. Air Refueling Control Team (ARCT). The ARCT plans and tasks air refueling missions to support theater air, space, and cyberspace operations and coordinates air refueling planning, tasking, and scheduling to support an air bridge and/or global attack missions within the AOR/JOA. Based on JFC and JFACC guidance, theater-assigned tankers may also provide air-refueling support to inter-theater air, space, and cyberspace operations (e.g., fighter deployments, long range bomber strikes, etc.). The ARCT must ensure close coordination with the AMD, COD, and CPD on all aspects of the air refueling mission. Normally, inter-theater air refueling missions are planned by the 618 AOC (TACC); however, it is possible the ARCT could be tasked with this responsibility. For inter-theater operations, the ARCT may also coordinate aircraft location and redeployment of inter-theater tanker assets and fighter unit movements requiring tanker support. Tanker duty officers (TDOs) embedded in COD provide air-refueling expertise to the COD and monitor and evaluate how the air refueling mission contributes to/synergizes air operations in order to meet JFACC objectives. The ARCT will attach a planner to the SD, as required. Duties will include coordination of future intra-theater tanker requirements with the SD chief, COD chief, ARCT chief, and AMD chief. In addition, this function provides the operational assessment capability for combat support air refueling operations including data collection and trend analysis. The ARCT must integrate its activities with the ALCT, AMCT, AECT, and specialty/support functions to the maximum extent possible to support the total air mobility effort.

7.5.3. Air Mobility Control Team (AMCT). The AMCT provides centralized control of all intra-theater airlift operations in the AOR/JOA. The AMCT directs or redirects, as required, air mobility forces in concert with air, space, and cyberspace operations forces to respond to requirements changes, higher priorities, or immediate execution limitations. The AMCT deconflicts all air mobility operations into, out of, and within the AOR/JOA. The AMCT maintains the execution process and communications connectivity for tasking, coordinating, and flight following with the AOC COD, subordinate air mobility units, and mission forces. The AMCT also coordinates with 618 AOC (TACC) to resolve problems and provide C2 information on air mobility operations. The AMD will embed an airlift duty officer (ALDO) in the COD. The AMCT must integrate its activities with the ARCT, ALCT, AECT, and specialty/support functions to the maximum extent possible to support the total air mobility effort. AMCT will serve as liaison with MAF Mobile C2 units (CRG/CRE/CRT) deployed within the AOR. Communications should be established with CHOP'd and Non-CHOP'd assets for the purpose of coordinating airfield capabilities and mobility support requirements.

7.5.4. Aeromedical Evacuation (AE) Control Team (AECT). The AECT is responsible for operational planning, scheduling and execution of intra-theater AE missions. The AECT advises and briefs the AMD chief and DIRMOBFOR on AE issues. The AECT provides

command and control of all theater assigned/attached AE units/operations within the specified AOR/JOA and assists with inter-theater AE operations arriving, departing or transiting the AOR/JOA. The AECT receives validated patient movement requirements from the Patient Movement Requirements Center (PMRC) supporting the AOR/JOA. This could be the GPMRC (Global), TPMRC (Theater), or JPMRC (Joint). The AECT Theater Aeromedical Evacuation System (TAES) manager will coordinate with theater medical planners and develop plans and strategies to determine appropriate force lay-down of AE ground forces and AE crews in support of joint patient movement operations. The AECT maintains secure and non-secure communications links with all AE elements, patient movement requirements centers (PMRCs), theater medical planners and the deployment distribution operations center (DDOC). The AECT should coordinate closely with the PRCC and joint personnel recovery center (JPRC) to establish/develop integrated AE support following PR operations. The AECT integrates its activities with the ARCT, AMCT, ALCT, and specialty/support functions to the maximum extent possible to support the total air mobility effort.

7.6. AMD Personnel and Responsibilities.

7.6.1. Air Mobility Division Chief. (AFSC: 11M/12M). The AMD chief is responsible to the AOC Commander for the direction and supervision of the AMD. The AMD chief will know and ensure AMD personnel know the President's and/or Secretary of Defense's, JFC's, and JFACC's guidance, intent, and daily apportionment. The AMD chief will coordinate with the DIRMOBFOR for inter-theater mobility forces and intra-theater airlift tasking. Specific responsibilities include:

- 7.6.1.1. Be the point of contact for all air mobility operations in the AOR.
- 7.6.1.2. Ensure valid air mobility requirements are filled based upon prioritization of availability.
- 7.6.1.3. Respond to the DIRMOBFOR recommendations to ensure smooth coordination of all air mobility and air mobility support assets.
- 7.6.1.4. Keep the DIRMOBFOR and AOC Commander informed on air mobility actions and issues.
- 7.6.1.5. Recommend tailoring of AMD manning levels to AOC Commander and DIRMOBFOR in response to long term changes in sortie flows.
- 7.6.1.6. Report manning shortfalls to the AOC Commander and C-NAF AFFOR/A1.
- 7.6.1.7. Select team chiefs and deputy team chiefs for each of the AMD teams from among the AMD staff. Selection will be based on individual expertise and scope of planned operations.
- 7.6.1.8. Select the AMD Superintendent from among the AMD staff.
- 7.6.1.9. Perform other duties as specified by the DIRMOBFOR or the AOC Commander.
- 7.6.1.10. Ensure positional guides, worksheets, and procedural checklists are developed, reviewed, and updated for all appropriate AMD duty positions.
- 7.6.1.11. Ensure theater air mobility command and control concept of operations are developed.

7.6.1.12. Coordinate with the chief, Combat Support Team for overall logistics and supply expertise for intra-theater air mobility operations.

7.6.1.13. Ensure all airlift missions are integrated into the ATO/ACO.

7.6.1.14. Coordinate with AFFOR/A4 staff , JFC/J4 staff , DDOC, and the AOC's CST to establish & facilitate seamless processes for in-transit visibility (ITV) and total asset visibility (TAV) of passengers, equipment, and materiel between strategic and intra-theater airlift distribution channels.

7.6.1.15. Understand and incorporate notice to airmen (NOTAM) procedures and criteria into all planning and execution activities. This is especially imperative to ensure that pertinent airfield conditions are available for the international flying community in order to avoid accidents or incidents. During planning and execution, coordinate with and ensure all appropriate AMD teams/personnel and other AOC divisions review NOTAMs and AFTTP 3-3.AOC, *Operational Employment – AOC* airfield status considerations that apply to the theater of operations.

7.6.2. **ALCT Chief.** (AFSC: 11M/12M). ALCT chief is responsible for the intra-theater airlift functional expertise from the theater organizations to plan and coordinate intra-theater airlift operations in the AOR/JOA for the JFACC. The ALCT chief also ensures the integration of inter-theater air mobility missions with intra-theater air, space, and cyberspace operations. This includes coordination with 618 AOC (TACC) to resolve problems and provide C2 information on air mobility operations (e.g., airspace deconfliction, airfield operations, and other assets to ensure the seamless integration of intra-theater and inter-theater air mobility operations). The team functional areas include airlift operations, aerial port, and logistics, airlift requirements, tactics, plans, contingency response group/element (CRG/CRE) management, and shelter management. Specific responsibilities include:

7.6.2.1. Ensure intra-theater airlift is integrated into the ATO.

7.6.2.2. Obtain intra-theater airlift requirements from the JMC/DDOC.

7.6.2.3. Prepare plans for validated airlift requirements and determine aircraft configuration.

7.6.2.4. Monitor available airframes and aircrews to include qualifications to meet airlift tasking.

7.6.2.5. Prepare the air movement schedule for publication in the ATO.

7.6.2.6. Coordinate and support immediate airlift requests with AMCT.

7.6.2.7. Coordinate air mobility airspace requirements with AMD Airspace Manager prior to coordination with the CPD C2 Plans Team Airspace Managers. If the AMD does not have airspace management, coordinate directly with CPD C2 Plans Team Airspace Managers.

7.6.2.8. Coordinate with ICC, CRG, CRE, contingency response teams (CRT), special tactics team (STT), and fixed en route air mobility control centers (AMCC) on daily taskings.

7.6.2.9. Coordinates AOR transponder code management for all airlift assets with appropriate AOC divisions.

7.6.2.10. Coordinate with Airlift Tactics and Aerial Port Management to determine requirements for airdrop loads.

7.6.2.11. Ensure diplomatic clearances are obtained as required.

7.6.2.12. Manage movement of distinguished visitors in the AOR.

7.6.2.13. Coordinate with AFFOR/A4 staff, JFC/J4 staff, DDOC, and the AOC's CST to establish & facilitate seamless processes for ITV and TAV of passengers, equipment, and materiel between inter-theater and intra-theater airlift distribution channels.

7.6.2.14. Monitor and coordinate inter-theater airlift using MAF C2 Systems GDSS, consolidated air mobility planning system (CAMPS), global air transportation execution system (GATES), and remote consolidated aerial port subsystem.

7.6.2.15. Ensure airlift tactics coordinates tactical support requirements with the MAAP Team. The MAAP Team develops package support requirements, including support to landing zones (LZ). By integrating airlift tactics experts into MAAP meetings, the airlift tactics experts will be able to articulate airlift tactical support requirements in the most appropriate venue.

7.6.3. **ARCT Chief.** (AFSC: 11M/12M). The ARCT chief is directly responsible to the AMD chief and must ensure close coordination with the COD chief and CPD chief on all theater air refueling operations. The ARCT chief plans and tasks air refueling missions to support theater air, space, and cyberspace operations and coordinates air refueling planning, tasking, and scheduling to support an air bridge and/or global attack missions within the AOR/JOA. Functional areas include air-refueling planning (MAAP, intra-theater, inter-theater integration, and long range). Specific responsibilities include:

7.6.3.1. Build/schedule tanker missions using the appropriate theater battle management system applications to satisfy receiver air refueling requests.

7.6.3.2. Ascertain tanker user requirements and number of tanker sorties available for each specified operational time period.

7.6.3.3. After air-refueling conflicts have been resolved, tanker planners assign the best available type of tanker selected from the most appropriate base. Tanker planners build these air refueling missions into the appropriate theater battle management system applications.

7.6.3.4. Coordinate controlling agency and airspace requirements.

7.6.3.5. Communicate with the tanker units on a daily basis, monitoring the status of tanker aircraft/aircrews and providing open lines of communication with the tanker units throughout the daily ATO planning cycle.

7.6.3.6. Ensure ATO, ACO, SPINS, and C2 Communication Plans are distributed and received at the tasked air refueling units.

7.6.3.7. After release of the ATO, but prior to ATO execution, TDO in COD will accomplish air refueling ATO changes and enter these changes into the appropriate theater battle management system applications.

7.6.3.8. Analyze mission results and post-mission reports from TDOs and unit staffs for improvements in SPINS, airspace, communications plans, and tanker utilization.

7.6.3.9. Determine long range air refueling requirements.

7.6.3.10. Coordinate aircraft location and redeployment of inter-theater tanker assets. Support air bridges as required through GDSS and TBMCS.

7.6.4. **AMCT Chief.** (AFSC: 11/12M). The AMCT chief is directly responsible to the AMD chief and directs or redirects, as required, air mobility forces in concert with air, space, and cyberspace operations forces to respond to requirements changes, higher priorities, or immediate execution limitations. The AMCT chief deconflicts all air mobility operations into, out of, and within the AOR/JOA. The AMCT chief maintains the execution process and communications connectivity for tasking, coordinating, and flight following with the AOC COD, subordinate air mobility units, and mission forces. Specific responsibilities include:

7.6.4.1. Exercise airlift C2 in the AMD and provide centralized control of all intra-theater airlift operations in the AOR/JOA.

7.6.4.2. Perform C2 functions and mission management.

7.6.4.3. Direct aircraft diverts when required.

7.6.4.4. Plan and execute immediate airlift missions when necessary.

7.6.4.5. Launch ground alert aircraft when required.

7.6.4.6. Coordinate actions with appropriate AMD and AOC functional areas for ATO changes.

7.6.4.7. Ensure correct mission data inputs are entered into automated systems.

7.6.4.8. Act as AOR C2 focal point for all mobility ICCs, CRG, CRE, CRT, and fixed en route AMCC locations.

7.6.4.9. Monitor inter-theater mobility crews staging within the AOR, as coordinated with 618 AOC (TACC).

7.6.4.10. Monitor and report airfield capability issues (maximum aircraft on ground [MOG], fuel, materials handling equipment [MHE], etc.).

7.6.4.11. Interface with 618 AOC (TACC) on inter-theater airlift missions and other supporting theater AMD (if applicable) for intra-theater missions.

7.6.4.12. OPREP 3 reporting is the responsibility of the on-scene C2 element or, if none is available, the AMD duty officer must submit the report to AMD chief. AMD chief will upchannel incident or accident/loss reports for all air mobility aircraft within the AOR.

7.6.4.13. Monitor aerial port activities and movement of passengers and cargo.

7.6.4.14. Coordinate with AFFOR staff A4, JFC/J4 staff, and DDOC to ensure processes established for TAV effort.

7.6.4.15. Responsible for supporting the ALDO.

7.6.4.16. Coordinate off-station maintenance repair team actions and assist in support of theater air mobility maintenance.

7.6.4.17. Develop positive and secure launch procedures with the coordination of tactics, intelligence, IO, and under the guidance of the AMD chief and/or DIRMBOFOR.

7.6.4.18. Ensure slot times (airspace and landing) are coordinated and deconflicted with the appropriate agencies.

7.6.4.19. Monitor and integrate inter-theater airlift missions in the ATO/ACO.

7.6.4.20. Coordinate airspace change requirements with AMD airspace managers prior to coordination with COD airspace managers. If the AMD does not have internal airspace management support, then coordinate directly with COD airspace managers.

7.6.5. **AECT Chief.** (AFSC: 46F). The AECT chief is directly responsible to the AMD chief for operational planning, scheduling, and execution of AE missions and positioning of AE ground support assets. The AECT chief monitors execution of AE missions and coordinates and communicates with theater planning cells and AE elements. The functional team duties include AE operations, AE plans, and TAES management. Specific responsibilities include:

7.6.5.1. Monitor execution of the theater AE plan.

7.6.5.2. Obtain validated patient movement requests from the appropriate PMRC supporting the AOR/JOA.

7.6.5.3. Coordinate with deployed AE elements and component medical planners, component liaisons (NALE/MARLE/SOLE/BCD) on AE issues within the AOR/JOA.

7.6.5.4. Coordinate with deployed AE elements, component medical planners, and component liaisons for pre-planned intra-theater airlift, the AMCT for immediate intra-theater airlift, and 618 TACC for inter-theater airlift requests.

7.6.5.5. Ensure operational support of AE missions.

7.6.5.6. Ensure the AE section of JAOP/OPORD/ theater AE plan is developed and coordinated.

7.6.5.7. Coordinate logistics support for TAES forces.

7.6.5.8. Establish information flow of airlift schedules and patient movements with supporting PMRC and AE ground support elements.

7.6.5.9. Monitor and coordinate inter-theater airlift supporting aeromedical evacuation requirements using MAF C2 Systems (GDSS/GATES).

7.6.5.10. Coordinate with AFFOR/A4 staff, JFC/J4 staff, DDOC, and the AOC's CST to establish & facilitate seamless processes for ITV and TAV of passengers, equipment, and materiel between inter-theater and intra-theater airlift distribution channels.

7.6.5.11. Ensure precautionary measures are applied in the movement of contaminated and/or contagious patients IAW AMC CB CONOPS and applicable directives.

7.6.5.12. Keep the AMD chief, DIRMBOFOR, AOC Commander, JFACC informed of significant events.

7.6.5.13. Monitor and coordinate AE operations with other AOC divisions/teams/functions as required.

7.6.5.14. Maintain real-time information on TAES capability (UTCs, equipment and personnel available) at each deployed location.

7.6.5.15. Establish frequency requirements for AE channel missions.

7.6.5.16. Notify supporting PMRC when missions are scheduled to maintain patient ITV.

7.6.6. Support Functions.

7.6.6.1. **Intelligence, Surveillance, and Reconnaissance.** The AMD has ISR division personnel that are responsible for evaluating ISR information for its effect on air mobility planning, execution, and force protection. The AMD does not produce ISR information but uses ISR information and products developed by other ISR division functions within the AOC. This information is applied to the air mobility mission. Specific responsibilities include:

7.6.6.1.1. Interface with other ISR functions within the AOC to ensure the most current information on surface operations is being linked to air, space, and cyberspace operations and the airspace structure.

7.6.6.1.2. Coordinate and provide intelligence for planned or immediate air mobility missions and force protection information, including direct and coordinated ISR support to airdrop planning and execution.

7.6.6.1.3. Coordinate with other theater intelligence functions and the command net to supply required intelligence information.

7.6.6.1.4. Monitor specific threats to air mobility operations in the AOR/JOA.

7.6.6.1.5. Up-channel data to 618 AOC (TACC) and supporting Theater AMD (if applicable) to support air mobility operations into the AOR/JOA.

7.6.6.1.6. Support deployed intelligence assets at CRG/CRE locations.

7.6.6.2. **Airspace Management.** (AFSC: 11M/12M/13M). The AMD has organic airspace management personnel that coordinate air mobility airspace requests and issues with the AOC airspace managers to ensure air mobility airspace requests and issues are integrated into ATO, ACO, and ACP production and execution. Specific responsibilities include:

7.6.6.2.1. Interface with AOC/theater airspace managers to obtain or deconflict AMD airspace requirements.

7.6.6.2.2. Maintain current display of the theater operating locations, airspace structure, and ACMs as necessary to support air mobility operations.

7.6.6.2.3. Integrate with intelligence, IO, and airlift tactics to create/adjust ACMs based on the threat and integrate ACM change requests with COD airspace management team.

7.6.6.2.4. Coordinate with airlift tactics to ensure appropriate information is published in the SPINS and ACO.

7.6.6.2.5. Ensure current information on surface operations is linked to the AMD airspace planning, and is compatible with AOC operations airspace structure.

7.6.6.3. Reports, Briefs, and Knowledge Operations. (AFSC: 11M/12M). The reports, briefings, and knowledge operations personnel are responsible to the AMD chief for administrative functions and reports and briefings. Specific responsibilities include:

7.6.6.3.1. Prepare briefings for the DIRMObFOR and AMD chief.

7.6.6.3.2. Prepare and distribute reports, messages, schedules, and correspondence.

7.6.6.3.3. Maintain read files, suspense control documents, classified/unclassified files, and publication files.

7.6.6.3.4. Post briefings to the appropriate web site.

7.6.6.3.5. Monitor information security requirements.

7.6.6.3.6. Ensure proper handling, dissemination, storage, and destruction of classified material.

7.6.6.3.7. Prepare lessons learned for after action reports.

7.6.6.3.8. Establish and maintain an air mobility historical database.

7.6.6.3.9. Coordinate with Communications Focal Point (CFP) on computer/software problems.

7.6.6.4. AMD Communications and Computer Support. AMD communications and computer support works closely with the AMD chief to ensure all communications requirements are rapidly established and maintained. The AMD communications package will be exercise or contingency unique. Communications and information systems support to the AMD will be a team effort between deploying AMC communications and information systems elements and the in-place CFP function. Each situation can bring a different requirement. An AMD communications and computer support representative will ensure AMD requirements including interface with supporting commands, telephone lines and equipment, frequency availability, and site availability are made known to the AFFOR/A6, chief AOC communications team, AOC Commander and DIRMObFOR. This includes assisting deployed elements with communications difficulties.

7.6.6.5. AMD Information Operations Support. IO is integrated into the AOC within all divisions to include the AMD. The AMC IO personnel supporting the 618 AOC (TACC) will develop IO plans across the range of military operations for mobility mission under C2 of the 618 AOC (TACC). All theater IOTs and the 618 AOC (TACC) IOT should collaborate on all IO plans that affect mobility operations.

Chapter 8

SPECIALTY/SUPPORT FUNCTIONS

8.1. General. The specialty/support functions provide the AOC with diverse capabilities to help orchestrate theater air, space, and cyberspace operations power. Many of these capabilities are provided to the AOC from agencies external to the AOC organization. It is crucial to the success of the AOC that these capabilities are integrated into the air, space, cyberspace, and IO planning and execution process to ensure the best use of available assets. The AFFOR staff coordinates regularly with the AOC and often provides specialized expertise. Specialty/support functions are listed in the following paragraphs.

8.2. Component Liaisons. Component liaisons work for their respective component commanders and with the JFACC and staff. Each component normally provides liaison elements (e.g., BCD, SOLE, NALE, MARLE, etc.) that work within the AOC. These liaison elements consist of experienced warfare specialists who provide component planning and tasking expertise and coordination capabilities. They help integrate and coordinate their component's participation in joint air, space, and cyberspace operations (see JP 3-30, *Command and Control for Joint Operations*). The USAF component may require other liaison augmentation to support AOC functions such as Coast Guard, space forces, DIA, NSA, CIA, USAF Intelligence, Surveillance, and Reconnaissance Agency (AFISRA), National Reconnaissance Office (NRO), and FAA in various operational and support areas.

8.2.1. Battlefield Coordination Detachment (BCD). The BCD supports the integration of air, space, and cyberspace operations with ground maneuver. BCD personnel are integrated into AOC divisions to support planning, operations, air defense, intelligence, airlift/logistics, airspace control, and communications. In particular, the BCD coordinates ground force priorities, requests, and items of interest. One of the BCD's most important functions is to coordinate boundary line and fire support coordination line (FSCL) changes and timing. The BCD brings ground order of battle (GOB) (friendly and enemy) situational awareness and expertise into the AOC and will normally brief the ground situation/intelligence update. The BCD may also provide current ground situation inputs to AOC teams for incorporation into daily briefings and intelligence summaries.

8.2.2. Air and Missile Defense Commander (AAMDC). The AAMDC is normally under the OPCON of the ARFOR commander or joint forces land component commander (JFLCC). When directed by the JFC, AAMDC assets may be placed in direct support of the JFACC/AADC as appropriate. The roles of the commanding general of the AAMDC are Senior Army ADA commander, theater Army air and missile defense coordinator (TAAMDCOORD), and deputy area air defense commander (DAADC). Coordination and liaison functions between all three are essential to effective air and missile defense operations within a given theater. The AAMDC and AOC intelligence personnel build a collaborative TAMD IPB, which serves as the basis for JTAMD strategies and plans. The AAMDC (attack operations section in coordination with the intelligence section) submits TM target nominations directly to the AOC for inclusion as JFACC nominated targets. The AAMDC also sends a robust LNO team (active defense, intelligence, and attack operations personnel) to support the JFACC, AADC, and DAADC requirements and may deploy the AAMDC TOC (Main) to the JFACC, AADC location. As the senior Army air defense element at the

AADC's location, the AAMDC LNO team serves as the primary interface at the AOC for all land-based active air defense.

8.2.3. Naval and Amphibious Liaison Element. NALE personnel from the maritime components support the JAOC in integrating naval air, naval fires, and amphibious operations into theater air operations and monitor and interpret the maritime battle situation for the AOC.

8.2.4. Marine Liaison Element (MARLE). The MARLE represents the Commander, Marine Corps Forces (COMMARFOR) and his associated Aviation Combat Element Commander. The MARLEs will support the JFACC in integrating Marine Air-Ground Task Force (MAGTF) fires, maneuver, and Marine air into the theater campaign and supporting JAOP. This team will be well versed in the MAGTF Commander's guidance, intentions, schemes of maneuver, and direct support aviation plan.

8.2.5. Special Operations Liaison Element (SOLE). The Joint Forces Special Operations Component Commander (JFSOCC) provides a SOLE to the JFACC to coordinate and integrate SOF activities in the entire battlespace. This joint SOLE is comprised of representatives from SOF aviation, intelligence, airspace, logistics, Air Force STTs, Army Special Forces, Navy Sea-Air Land Teams (SEAL) and Marine Special Operations Forces, as required. Depending upon command structure agreements, the SOLE may or may not represent coalition or allied SOF. SOLE personnel coordinate, integrate and synchronize with various AOC functional areas to ensure that all SOF targets, SOF teams, and SOF air tasks and/or missions are deconflicted, properly integrated, and coordinated during planning and execution phases. The prevention of fratricide is a critical product of the SOLE's efforts.

8.2.5.1. Specific SOLE functions include, but are not limited to, inputs into the JFACC strategy development; inputs into the ATO development; inputs into the ACO development; real-time mission support coordination with the Joint Special Operations Air Component Commander (JSOACC) with special emphasis on airspace deconfliction; operational and intelligence inputs into the targeting process; and close coordination with the RCC/JPRC.

8.2.5.2. As the JFSOCC and the JFACC share a common environment throughout the entire battlespace, it is imperative that SOF aviation and surface forces are integrated into joint air, space, and cyberspace operations planning and execution to prevent fratricide, duplication of effort, and conflict. Active SOLE participation in the development of air, space, and cyberspace operations strategy and the supporting plans to the theater campaign plan ensures that SOF efforts will, in fact, be a force multiplier for the theater campaign plan.

8.2.5.3. SOF normally pursues SOF-unique objectives, which prepare, shape or enhance broader JFC objectives, they may be tasked to operate in support of conventional objectives or require conventional support of their objectives.

8.2.5.4. Additionally, SOLE has the following responsibilities: provide inputs and guidance to the IO team; act as the focal point for raising JFACC concerns or MISO objective/tasking to the JFC for consideration, planning, and execution; provide support to the IO team MISO effort to synchronize and deconflict MISO into the air, space, and

cyberspace operations campaign (e.g., leaflet drops, message broadcasts, and aircraft mission are included into the ATO, etc.).

8.2.6. Coalition/Allied Liaison Officers. LNOs representing coalition/allied surface forces may improve AOC situational awareness regarding the disposition of friendly forces, especially when those forces do not have a mature TACS. They are also essential for unity of effort for coalition air defense operations and airspace deconfliction. When teamed with linguists, they can help overcome language barriers with remote allied/coalition forces. In force projection scenarios into an immature theater, the AOC Commander must anticipate the need for LNOs and actively seek them out via the JFC staff, in-country military group, staff country team, or direct contact with coalition forces, if necessary (see JP 3-0, *Doctrine for Joint Operations*).

8.3. Combat Reports Cell. The combat reports cell reports directly to the COD chief for guidance and direction. The manning of the combat reports cell is contingent upon the level of operations. Unless the responsibility is assigned to knowledge operations personnel elsewhere in the AOC, combat reports personnel are the focal point for collection of current operations information provided to the AOC by all elements of the TACS and employed forces. Required reports address the operational status of forces, weapons, and control system equipment employed by an AOC. Reports cell personnel are responsible for collection and consolidation of COD inputs to the JFACC update briefing and the daily situation report (SITREP). Must be knowledgeable on USMTF formats and understand how to complete additional reports such as OPTASKs, OPREPS, NBC reports, and SARREQs. Personnel are required to access and manipulate sortie data within the TBMCS database; parse the ATO; coordinate and obtain results of flying operations from other agencies within the AOC; establish computer information pipeline requirements (NIPRNET, SIPRNET, UNCLAS e-mail, Coalition LAN, TBMCS, etc.); post JFACC briefings to the SIPRNET; and perform any other duties assigned by the JFACC.

8.4. Common Tactical Picture (CTP) Management Cell. Per CJCSM 3115.0B, *Joint Data Network (JDN) Operations*, the JDN is comprised of several digital data networks, each of which is optimized to enable improved situation awareness and commander's decision cycle. SA is discerned through the generation and display of a CTP within the JTF headquarters, shared with the JTF's component commanders, and forwarded to the CDR as an input to the COP.

Figure 8.1. JTF JDN Overview

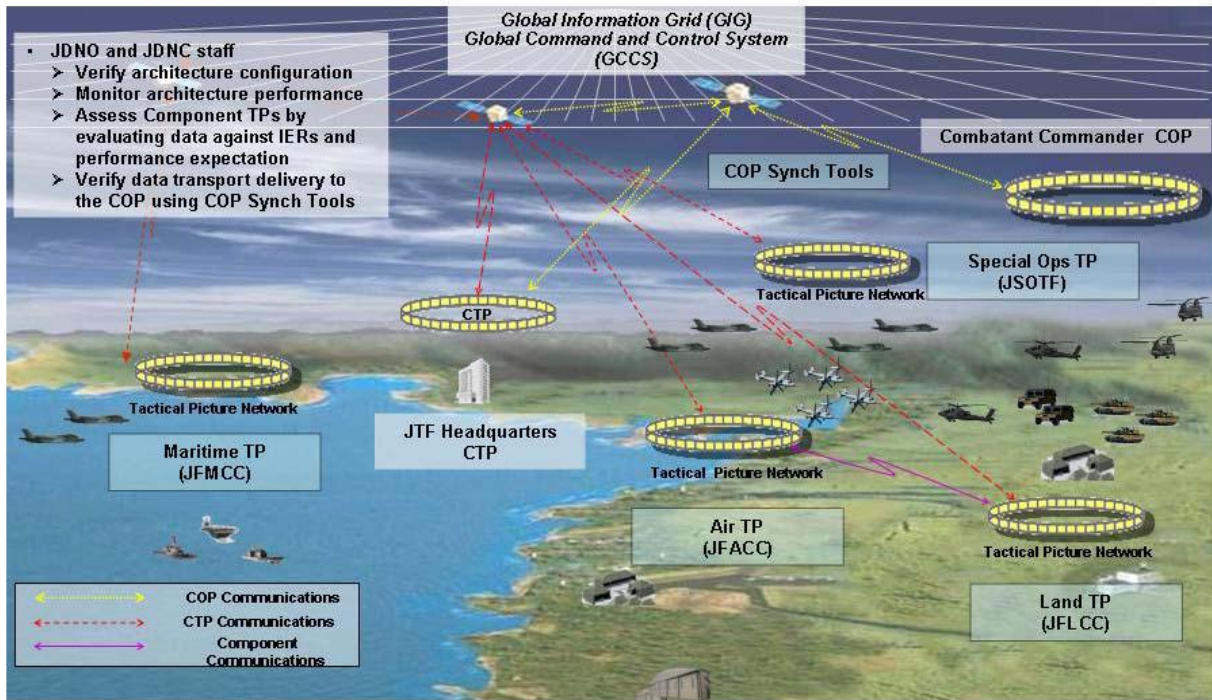


Figure 8.1. *JTF JDN Overview* depicts the information exchanges in a single theater of operations among the JTF commander and component commanders for maritime, air/space, land, and special operations forces (SOF) to form the CTP. Each component commander is responsible for the development of his or her tactical picture. The depicted CTP is a distributed data processing and exchange environment for developing and displaying a dynamic operational picture of the CCDR's AOR. The components or JTF CTP provides a graphical representation of the operational environment for a single operation or JTF within a CCDR's AOR. The CTP provides planning applications and theater-generated overlays and projections such as environmental, battle plans, force position projections that may include location of enemy, friendly, and neutral forces, assets, and reference points. The CTP displays accurate, relevant tactical data and meteorological information that integrates information from multiple operational environment components. CTP data comes from the service's data links, sensors, UAVs, ISR platforms, satellites and other sources that provide a current depiction of the operational environment. CTP management is a continuous process of maintaining an accurate and current picture of the operational environment. This continuous process encompasses configuring and maintaining related global command and control system (GCCS) CTP systems, establishing and managing communications and messaging services, and ensuring filters are set for the exchange of data. While the CTP function is at the AOC the COP function normally resides at the JTF level and is part of the JDN cell.

8.4.1. The AOC Component JDNO Equivalent (CJE). (AFSC: 13B/17D). The AOC CJE manager works for COD chief and receives inputs from intelligence, operations, and communications teams to ensure the JFACC's CTP architecture is established properly. IAW JDN published OPSTASKCOP and other higher headquarter guidance, the CJE provides an accurate and consolidated air picture to all AOC divisions as well as the JFACC. The AOC CJE is also responsible for establishing settings (per guidance) for the tactical

management system (TMS), universal communications processor (UCP), and filters at appropriate levels of detail and coordinating with COP Correlation Sites (CCS) and the CCMD JDN cell. Additionally, the CJE sets up and manages the AOC GCCS architecture and provides CTP SME support to AOC personnel; works with WSM and other AOC staff members to ensure feeds, tasked sensors, and reporting systems support AOC CTP requirements; ensures all CTP feeds correlate together to provide an accurate display of the battle space; ensure CTP data is distributed to subordinate TACS elements equipped with the appropriate GCCS client software; manage CTP permissions, monitor and resolve connectivity and interoperability issues; and configure the pseudo identification feature (PIF), arbitrary ELINT notation (AEN), and joint unit (JUNIT) tables as required.

8.4.2. CTP Track Manager. (AFSC: 1C5/1NX). CTP track managers are responsible to the CJE. CTP track managers utilize the GCCS-USAF/J integrated communication system framework (ICSF) client for displaying and manipulating the AOC CTP air picture and are required to maintain constant vigilance of the air picture to ensure tracks are processed and updated in a timely manner. CTP track managers collect, index, and disseminate CTP track data and other related information throughout the AOC. This function must resolve naming conflicts using the processes of correlation (matching tracks plotted on the tactical display with the contacts they represent) and fusion (integrating correlated track data with amplifying information) on the CTP. Manager creates, edits, deletes, merges, and monitors tracks, track groups, overlays, and routes. Cell resolves CTP track conflicts and anomalies (i.e. dual designations, duplicate tracks, false targets, runaway tracks, identification, and category conflicts) and inputs appropriate track amplifications as required. Additionally, CTP track manager works closely with interface control team, ISR team, C-ACT, WSM, and CM, to ensure compliance with OPTASK COP parameters, maintenance of intelligence feeds, and correlation of the ATO and other messages into the air picture displayed on the CTP. CTP management of intelligence tracks is normally performed by intelligence personnel assigned to the SIDO team on the COD floor. This position would support the CJE for intelligence CTP management duties.

8.4.3. CTP Management Cell Processes:

- 8.4.3.1. Manage AOC CTP architecture.
- 8.4.3.2. Manage GCCS CTP Track data.
- 8.4.3.3. Implement and manage CTP track data filters.
- 8.4.3.4. Create and manage CTP communication channels.
- 8.4.3.5. Correlate ATO with CTP air picture.
- 8.4.3.6. Maintain a complete, timely, and accurate CTP.
- 8.4.3.7. Directs/supervises the resolution of track data anomalies (i.e., dual designations, duplicate tracks, false targets, runaway tracks, identification, and category conflicts).
- 8.4.3.8. Make inputs to the OPTASK COP.

8.5. Airspace Management Team. (AFSC: 13, 1C1, 1C5). The goal of the Airspace management team (AMT) is to enhance air, land, maritime and SOF components' effectiveness in accomplishing the JFC's objectives, while decreasing the potential for fratricide. This is accomplished by effectively coordinating, integrating and de-conflicting airspace and procedures

within the joint/Coalition AO. The AMT is a cross-functional specialty team with representatives in CPD and COD.

8.5.1. Airspace Management Team Chief.

8.5.1.1. The AMT chief directs operations of the AMT in CPD and COD, reports and is responsible to the CPD chief. The AMT chief is responsible for the development/currency of the ACP; the development, generation, and dissemination of the ACO; and the development, generation and dissemination of all applicable changes to the daily ACO. The AMT chief is normally the senior airfield operations officer in the AOC.

8.5.1.2. Acts as the JFACC's focal point for coordinating all airspace matters with civilian/coalition/host nation airspace authorities, and airspace users.

8.5.1.3. Supervise AMT personnel performing activities in combat plans and combat operations divisions.

8.5.1.4. Ensures sufficient trained and qualified manning is available in both AMT plans and AMT operations for task accomplishment.

8.5.1.5. Fulfills role of AMT plans chief or AMT operations chief and/or airspace management technician, as required.

8.5.2. Airspace Management Team Superintendent. The AMT superintendent provides oversight and direction to both AMT plans and AMT operations and reports to the AMT chief. The AMT superintendent also fulfills the duties of the AMT chief in his or her absence and is normally the senior ATC NCO in the AOC. His specific duties are the same as the AMT chief.

8.5.3. Airspace Management Team Plans Chief: The AMT plans chief is responsible for the development, generation, and dissemination of the daily ACO. Specific functions and responsibilities include but are not limited to:

8.5.3.1. Supervise the development/execution/currency of the airspace control plan (ACP) and airspace control order (ACO).

8.5.3.2. Provides inputs on airspace considerations for ATO development and execution.

8.5.3.3. Coordinate with the air defense planners, ATO production, MAAP team, and other airspace liaisons and users on matters concerning ACP/ACO development, production and dissemination.

8.5.4. Airspace Management Team Operations Chief. The AMT operations chief is responsible for the execution of the ACO and for the development, generation, and dissemination of changes to the ACO as required. Specific functions and responsibilities include but are not limited to:

8.5.4.1. Supervise the execution of the daily ACO.

8.5.4.2. Supervise the development/dissemination/execution of changes to the daily ACO.

8.5.4.3. Provide airspace inputs to ATO change process and execution.

8.5.4.4. Coordinate with defensive duty officers (DDO), SODO, Senior air Defense Officer (SADO), coalition, host nation, liaison elements, and other airspace users concerning changes to the current battle situation that necessitate changes to the ACO.

8.5.5. Airspace Management Technicians/Augmentees.

8.5.5.1. Airspace management technicians/augmentees work for either the AMT plans chief or AMT operations chief as assigned.

8.5.5.2. Identifies conflicts with airspace control means requests (ACMREQs) and facilitates airspace integration/deconfliction utilizing appropriate automation tools.

8.5.5.3. Ensures airspace integration/real-time airspace C2 is coordinated with appropriate tactical C2 nodes.

8.5.6. Airspace Management Team Capabilities.

8.5.6.1. Assist in procedural deconfliction between airspace coordinating measures (ACMs) entered into the current airspace tool and interface with the C2 nodes for effective real-time airspace integration.

8.5.6.2. Input and evaluate ACMREQs requests based on the ACP separation rules and AOD knowledge of JFACC priorities.

8.5.6.3. Provide expertise on operating within existing ATC and civil airspace systems. Coordinate with the ATC cell (if formed), ICAO, joint/coalition/host nation and other airspace users as required.

8.5.7. Airspace Management Team Limitations.

8.5.7.1. Cannot provide real-time tracking of airspace use or aircraft within active ACMs.

8.5.7.2. Cannot identify ACM conflicts that have not been entered into WEBAD

8.5.7.3. Cannot provide battlefield data (i.e., fire support coordination line [FSCL], forward edge of the battle area [FEBA], forward line of own troops [FLOT] or other fire support coordinating measures [FSCM] unless coordinated and entered into airspace tool following coordination with the BCD.

8.5.7.4. AOC combat plans “fraggers” and combat ops “duty officers” as weapons system's experts are responsible for submitting appropriate ACM requests for their respective system. Airspace managers are trained on the various systems' combat missions and airspace required to fulfill their normal combat mission, but they are not weapons system subject matter experts.

8.5.7.5. IAW the DOD 4500.54G, Foreign Clearance Guide (FCG), requests for DIP clearances are the responsibility of the unit to which aircraft are assigned. Tracking progress of DIP clearances is the responsibility of the Service component (i.e., AFFOR, MARFOR) to which the unit is assigned.

8.5.7.6. Air Mobility Division missions must be worked individually in order to ensure all airspace needs are met.

8.6. Space Operations Specialty Team (SOST). (AFSC: 13S/1C6). The space operations team is responsible to the COD chief for directing space warfare operations and assessing space warfare effectiveness. The SOST is a horizontally cross cutting capability integrated into all five AOC divisions to enable space operations responsibilities as outlined below and the SADO when supporting theater air component units with theater ballistic missile defense warning. The team monitors status of friendly, hostile, and neutral space forces and assesses the impact of those on theater air operations. The team may develop, maintain, and provide passive theater ballistic missile warning if identified as the lead team for passive warning. The team also coordinates space force enhancement support to theater operations including battlespace characterization, PR national space support, GPS, and space control operations.

8.7. Information Operations Team (IOT). The IOT is a specialty team which supports all divisions of the AOC. The IOT is the focal point in the AOC, from phase 0 through phase 5, for planning, coordinating, tasking, monitoring, and assessing IO capabilities at the operational level. The IOT provides a forward presence with reach back capability and is provided intelligence support from the ISR division. USAF operational-level application of IO consists of three-core operational elements: electronic warfare operations (EWO), network warfare operations (NWO) and influence operations (IFO). The purpose of these elements is to fully integrate IO effects in support of national and theater objectives to produce effects across the full spectrum of conflict and throughout all phases of operations. Per AFDD 3-13, *Information Operations*: “The operational activities of electronic warfare operations are Electronic Attack, Electronic Protection, and Electronic Warfare Support.” “The operational activities of network warfare operations are Network Attack (Net-A), Network Defense (Net-D) and Network Warfare Support (NWS).” “The operational activities of influence operations are Military Information Support Operations (MISO), military deception (MILDEC), operations security (OPSEC), counterintelligence (CI) operations, Public Affairs (PA) and counterpropaganda operations.” Counterintelligence operations are conducted via AFOSI support to the IOT, and in concert with the C-NAF PA. Lastly, the IOT will ensure their plans and support are in line with joint IO operations across the JAO through both embed LNOs, as necessary, and direct liaison with joint service command centers.

8.7.1. IOT Chief. (AFSC: U11/12/13/14/17D). IOT chief reports to AOC Commander during contingency operations and SD chief during day to day operations. Leads IOT to ensure synchronized IO planning, execution, and assessment complement JFACC’s objectives; serves as the AOC’s primary IO expert; provides overall IO guidance and direction and acts as the focal point for IOT coordination with CCMD theater-strategic IO organizations and outside agencies; provides IO liaison support to JFC IO Cell, sister service components, and other outside agencies, as required; represents the IOT during meetings with senior leadership and all AOC Divisions; coordinates all IOT functions; maintains cognizance over all ongoing EWO, NWO, and IFO activities and ensures offensive and defensive aspects of IO are fully incorporated into all strategy, planning, execution, and assessment processes; determines availability of IO and other resources to carry out assigned IOT plans and taskings; responsible for ensuring personnel use approved local RFI procedures needed for planning and assessing purposes.

8.7.2. IOT Members* and Functions (*IO trained airmen from across the spectrum of officer and enlisted AFSCs).

8.7.2.1. IO Duty Officer. Responsible for monitoring the execution and assessment of IO missions; maintains IO situational awareness (SA), recommends changes to on-going operations or future plans, as required; provides assessment inputs and updates; coordinates with C2 agencies, other services, IOT members as needed; focal point for IO support to COD.

8.7.2.2. EW Duty Officer. Responsible for monitoring the execution and assessment of EW missions; maintains EW situational awareness (SA), recommends changes to on-going operations or future plans, as required; provides assessment inputs and updates; coordinates with C2 agencies, other services, IOT members as needed; focal point for EW support to COD.

8.7.2.3. Fused Communications (FC) Planner. (Note: FC at the operational level, is the systematic consideration and coordination of all planned verbal, visual, and symbolic activities which may be employed at the operational and tactical levels, to convey themes, intentions, and messages. FC activities should include, but are not limited to, engagements, speeches, visits, exercises, and the synchronization / timing of those types of events.) Primary IO focal point for coordinating with headquarters and other government and military agencies in support of Strategic Communication and Security Cooperation objectives and activities with, or in place of, the IOT chief; develops and coordinates comprehensive and fused communication courses of action and plans to appropriately influence and/or inform target audiences; supports combat information cell (CIC); coordinates and deconflicts activities with IOT and the rest of the AOC, as required. CIC can include an OPSEC Planner, MILDEC Planner, MISO Planner, PA, and Counter Intelligence personnel. Members provide subject matter expertise to ensure their planned operations are in concert with an overall AOC plan that supports CCDR and JFACC objectives. In some theaters the C-NAF AFFOR staff PA will augment the AOC during crisis/exercise situations and when this occurs may lead the CIC.

8.7.2.4. IO Target Planner. Collaborates with the ISR division targeting function to integrate IO capabilities into the target nomination process to produce fully integrated kinetic and non-kinetic solutions for the draft JIPTL and CPCL; coordinates on inputs to the RTL and NSL. Maintains IO additions to target folders and nominates IO effects to the ISR division for initial commander objectives and follow-on attacks of targets based on operational assessment and performs target analysis, as required.

8.7.2.5. IO Assessor. Responsible for identifying and evaluating effectiveness of friendly IO, highlighting opportunities to influence adversary COAs, and evaluating effects achieved on the adversary's strategic and operational centers of gravity (COGs); develops assessment measures and indicators to assess performance and effects achievement that result from IO; analyzes IO missions to assess compliance with strategy; coordinates with the OAT and the IO strategy planner to define MOE, MOP, effects indicators (EI), success indicators (SI), and assessment information requirements.

8.7.2.6. EW Planner. Responsible for operational level planning and integration of EW into the overall IO planning, operations execution, and assessment effort; integrates all aspects of EW into all AOC planned operations in coordination with the EWCC, when present, and/or with other AOC-EW planners; leads the EWCC when and if required; (The purpose of the EWCC is to develop a coherent, synchronized plan to employ EW

assets to achieve JFC/JFACC objectives. The EWCC is responsible for ensuring control and access to the electromagnetic spectrum through coordination of the three pillars of EW (EA, ES and EP). They are synchronized through Electronic Warfare Battle Management (EWBM) to enable freedom of action. The EWCC plans, manages and assesses air and space component EW operations.) Develops EW support, deconfliction, and targeting priorities and recommendations; coordinates activities and reachback as outlined in AFI 10-703, Electronic Warfare Integrated Reprogramming and the USAF Electronic Warfare Planning and Integration Guide; provides support to EW integrated reprogramming, support suppression of enemy air defenses (SEAD), enemy C2 data links, enemy navigation aids, and anti-radiation weapon planning as required; provides inputs to jamming control authority, JRFL, and to the SPINS via the C2 plans team as necessary; assists in the development of EW measures and indicators for operational assessment; provides inputs to the development of methodologies to defeat and attack adversary electronic emitters, aids in developing EW COAs to achieve JFC and/or JFACC objectives, and recommends jamming aircraft flight profiles necessary to satisfy IO requirements.

8.7.2.7. NWO Planner. Develops NWO cyber watch concepts, strategies, plans, objectives, priorities; coordinates NWO activities and reachback with USSTRATCOM, CCMD, and other Joint and USAF agencies, as required, to integrate Net Attack (Net-A) and/or Net Defense-Response Action (Net-D-RA) capabilities into the AOC mission; develops NWO measures of effectiveness and deconflicts and assesses all aspects of net-centric capabilities and effects in deliberate, strategic, time-sensitive, crisis action, and contingency planning to deliver integrated defense, exploitation, and attack operations in the AOC theater of operations; supports operational-level processes and develops courses of action (COA) and NWO Tactics, TTPs.

8.7.2.8. OPSEC Planner. Assists strategists and planners in identifying critical information and OPSEC indicators from all functional areas requiring protection for air operations plans and activities throughout the area of responsibility (AOR) to include inter-theater air mobility and support missions; assists in making vulnerability assessments using intelligence reports and threat analysis from the ISR division and identifies an appropriate protective OPSEC measures to mitigate unacceptable operational risks; determines potential OPSEC measures to reduce vulnerabilities with the highest risk; present potential measures to leadership for implementation decision; develops MOP and MOE for each OPSEC measure; participates in the OAT predictive performance and applicable combat assessment analysis; ensures that OPSEC activities are coordinated/deconflicted with all kinetic and non-kinetic plans/operations; participates in CIC meetings.

8.7.2.9. MILDEC Planner. Obtains behavioral influence analysis on specific adversary military decision makers and/or non-state sponsored leaders of adversary militants within the AOR and identifies friendly actions to affect their behaviors in ways that are beneficial to friendly operational objectives; primary advocate for MILDEC within the AOC strategy team and his principal function is the development, maintenance, leveraging country expertise, integration, and assessment of operational-level MILDEC activities in support of the air component commander's courses of action (COAs), objectives and plans; establishes the military deception working group (MDWG) and

leads the effort to develop, integrate and coordinate MILDEC tasks for the AOC and USAF units identified to support the JFC's and JFACC's deception plans; assesses all aspects of the MILDEC plan against MOE and MOP identified in the plan and recommends continuation, change, or termination measures accordingly; formulates and publishes tasking messages for supporting unit activities throughout the MILDEC plan's development, coordination, and execution phases; ensures that MILDEC activities are coordinated/deconflicted with all kinetic and non-kinetic plans/operations; participates in CIC meetings. Ensures MILDEC planning documents are stored and controlled separately from the supported plan.

8.7.2.10. MISO Planner. Coordinates and liaises between the AOC, AFFOR staff, CCMD, and the joint military information support operations task force (JMISOTF) to plan, execute, and assess MISO activities in support of national, theater, and component objectives. Coordinate influence strategies and target audience analysis in support of USAF and joint influence activities; provides guidance in the employment of USAF MISO activities and develops MOP/MOEs supporting JFC and/or JFACC objectives for integration into the joint target nomination cycle; ensures planned dissemination mechanisms for MISO (e.g., COMMANDO SOLO, COMPASS CALL, Net-A, leaflet drops etc.) are incorporated into the ATO; keeps PA informed about MISO operations in order to deconflict objectives and activities and strengthen other communication plans as appropriate; ensures MISO activities are coordinated/deconflicted with all kinetic and non-kinetic plans/operations; participates in CIC meetings.

8.7.2.11. Public Affairs (PA). (Note: PA planning capability will be assigned to the C-NAF/PA office to support AOC teams' activities and operations) Provides trusted counsel to the AOC commander and division and team chiefs; communicates accurate, timely, and useful information about USAF operations to internal and external audiences; minimizes friendly vulnerabilities to disinformation and enemy propaganda via timely information release, countering enemy propaganda or misinformation that may affect unit morale and readiness; fosters public trust, understanding, and support of coalition/PN/OGA/USAF forces; contributes to global influence and deterrence by making foreign leaders and audiences aware of U.S. capabilities and resolve; enables operations by mitigating any political constraints arising from false or misleading information or enemy propaganda; responsible for developing and deconflicting PA operation plans with the operations of MISO, MILDEC, EW, and NW; participates in IOT and CIC meetings, with the understanding that PA operations must provide only truthful information to internal and external audiences. The perception of MISO-led PA activities harms the credibility of the United States and its military forces.

8.7.2.12. Counter Intelligence (CI) (Support to IO). (Note: The OSI agent will be assigned to support the entire C-NAF and its elements) Provides the IOT with its required CI support; will serve as the C-NAF's CI AOR expert in their region of the world; supports operational level planning, execution and assessment; coordinates with other CI personnel and external agencies, as required, in order to provide the IOT information necessary to plan, execute and assess IO missions; identifies CI tools and techniques that can be employed to protect air, space, cyberspace and IO capabilities and effectiveness; serves as the focal point for advising, coordinating and assessing air component CI activities in AFFOR staff and AOC plans and activities to include detecting, analyzing,

exploiting, mitigating, and engaging adversary intelligence collection efforts; provides information that may be used to develop future plans, change current planning efforts or on-going operations, or information that can be used to develop IO COAs and operational assessments of IO activities; participates in CIC meetings.

8.7.3. IOT Responsibilities.

8.7.3.1. The IOT will integrate IO and special capabilities into air and space plans and operations.

8.7.3.2. The IOT will coordinate with the JFC joint IO cell, AOC/ JA, and appropriate supporting organizations to develop IO inputs to the ROE/RUF.

8.7.3.3. IOT supports target development by:

8.7.3.3.1. Collaborating with the ISR targeting function to integrate IO considerations and benefits as part of target nominations for the JTCB and CPCL.

8.7.3.3.2. Coordinating on inputs to the RTL and NSL

8.7.3.3.3. Maintaining IO additions to target folders (if any) and nominates IO effects to the SD for initial commander objectives and follow-on attacks of targets based on operational assessment.

8.7.3.3.4. Ensuring delivery mechanisms for MISO are incorporated into the ATO.

8.7.3.4. Plan Net-A operations and coordinate Net-D and network operations with higher headquarters, joint/coalition/PN/OGA partners, and subordinate units as needed.

8.7.3.5. Plan, coordinate, and integrate all aspects of EW into air and space operations and plans as needed.

8.7.3.6. Coordinate with ISR division, sister services, national agency intelligence producers, coalition/PN/OGA personnel, and higher headquarters planners to insure intelligence gain and loss is appropriately considered in information operations planning.

8.7.3.7. Coordinate with the CIC/ JMISOTF to analyze potential adversary MISO COAs, identify blue vulnerabilities to enemy MISO, and develop plans to counter enemy MISO.

8.7.3.8. Integrate air component MISO activities with the AFFOR staff and AOC planning processes, develop MISO MOP/MOEs, and coordinate with the joint MISO development and approval cycle.

8.7.3.9. Work with C-NAF PA and higher-level IO and PA organizations to conduct counterpropaganda. Counterpropaganda involves those efforts to negate, neutralize, diminish the effects of, or gain advantage from foreign psychological operations or propaganda efforts.

8.7.3.9.1. Integrate activities designed to disseminate truthful information and mitigate adversary messages.

8.7.3.9.2. Plan, coordinate, and assess kinetic attacks, electronic warfare, and network warfare contributions to counterpropaganda objectives of disrupting, degrading, and disabling adversary propaganda mechanisms.

8.7.3.9.3. Ensures behavioral, media, and nodal analysis is integrated into target folders for planning EW, NW, and MISO effects.

8.7.3.10. When augmented by AFOSI for counter-intelligence support, the counter-intelligence planner will be the focal point for coordinating air component counterintelligence plans and activities, to include detecting, analyzing, exploiting, and engaging adversary intelligence collection efforts.

8.7.3.11. The IOT will ensure the "OPSEC process" is used to increase the chance of mission success by eliminating or reducing vulnerabilities to an acceptable level through the application of OPSEC measures, including, but not limited to: cover, concealment, camouflage, deception, intentional deviations from normal patterns, and direct strikes against adversary collection.

8.7.3.11.1. Identify critical information.

8.7.3.11.2. Analyze threats

8.7.3.11.3. Analyze vulnerabilities

8.7.3.11.4. Assess risk

8.7.3.11.5. Apply appropriate OPSEC measures

8.8. Judge Advocate (JA). (AFSC: 51J). The role of JAs in an AOC is to provide legal expertise and resources in support of the JFACC, each of the five AOC divisions, as well as specialty and support functions within the AOC. The size and nature of the air, space, and cyberspace operations, the tempo, and the number of processes in use by the AOC will assist in determining the number of JAs assigned to support an AOC.

8.8.1. In order to advise the JFACC, a JA will attend the major briefings or decision meetings attended by the JFACC. The JAs assigned to the JFACC staff will provide advice on, responsibilities under international, foreign, and domestic law as well as HHQ guidance, LOAC, and ROE/RUF.

8.8.2. JAs advising the SD will ensure that all proposed strategy is consistent with international law (which includes the LOAC), domestic law, ROE/RUFs, orders from superior headquarters, and any other specific guidance or constraints specified by the JFC, other superior commanders, or the JFACC. The JAs advising this division will serve as the principal assistants in the process of drafting requests for supplemental ROE/RUF and reviewing ROE/RUF approved by the CDR or other higher echelons of command. ROE/RUF inputs are generated with representatives from all of the major weapon systems, SOF, IO, Space, ISR division, Legal, all the Services Liaisons, and others designated by the JFACC. JAs may, when appropriate, brief ROE/RUF or assist others who brief ROE/RUF. They may also lead or assist the effort to train personnel in ROE/RUF.

8.8.3. JAs advising the CPD will ensure a thorough legal analysis is conducted for selected targets, weaponeering, assignment of forces, and in some circumstances they will work closely with the ISR division targets analysts, TET chief, and MAAP chief in reviewing the choice of tactics for certain sensitive targets. This requires JAs to participate in the development of the JIPTL and MAAP throughout the ATO cycle. The JA assigned to CPD will also be responsible for working with the C2 plans chief to develop the ROE/RUF

chapter for the SPINS. The JA assigned to the SD or CPD also provides support to the STO team as needed.

8.8.4. JAs advising the COD will provide legal counsel on all matters within the purview of that division, including insuring LOAC and ROE/RUF compliance for dynamic targeting, CSAR actions, interpreting SPINS and ROE/RUF, and addressing other emergent legal issues that arise during the execution of the current ATO.

8.8.5. JAs advising the ISR division will provide legal counsel on all matters within the purview of that division, including the currency of information about a target and its location with respect to non-military structures and personnel, the weaponizing or weapon system being used, the likelihood of disproportionate collateral damage, and ROE limitations and restrictions.

8.8.6. JAs advising the AMD will provide legal counsel on all matters within the purview of that division including international agreements affecting landing rights, over-flights, sovereignty, taxes, customs, aircraft accidents, and civil reserve air fleet (CRAF). Note these issues need to be coordinated with the JFACC/JA staff.

8.9. Wx Specialty Team (WST). Administratively assigned to the COD, the WST is a horizontally cross-cutting capability integrated into all five AOC divisions to enable ATO mission planning and execution. The composition and size of the WST will be dependent on the size and scope of operations. The WST provides timely notification of METOC impacts affecting launch and recovery bases, active orbits/tracks, routes of flight, and other areas of operations as directed by the COD chief. METOC refers to the whole range of atmospheric (wx), oceanographic, and space environment phenomena.

8.9.1. **Wx Specialty Team Chief.** (AFSC: 15W). The WST chief is responsible for integrating METOC and METOC effects information into the overall AOC process. Information provided by the WST chief, in general, consists of daily briefings to the AOC and JFACC staff, with updates as required, on significant METOC impacts to strategic and operational-level planning and execution. The WST chief also defines requirements for reach-back support from the appropriate METOC organization.

8.9.2. **Strategy Division Support.** The WST should be immersed in strategic planning from the outset to gain a complete understanding of JFACC intentions in meeting JFC objectives and to ensure climatological and current METOC conditions are considered in the forming of strategy. The WST uses medium to long range forecasts and climatological information to identify potential environmental impacts to enemy and friendly operations. During development of the joint air estimate, JAOP, and branch and sequel plans, the strategy plans team will use meteorological information to mitigate impacts to friendly forces while capitalizing on advantages due to asymmetric environmental effects on enemy capabilities. Additionally, the WST should focus the strategy guidance team on METOC conditions in the 48-72 hour timeframe that could degrade friendly force capabilities to find, fix, track, target, engage, and assess (F2T2EA) potential targets.

8.9.3. **Combat Plans Division Support.** The WST will provide medium to near term METOC information to the MAAP and TET teams to support all aspects of mission planning, including target area wx effects information, predictions of METOC impacts on PGM effectiveness, and METOC impacts to ISR sensors. Wx-effects decision aids, including

electro-optical and space wx effects guidance, will be provided for determination of timing as well as weapons planned for use in the MAAP. Properly integrated, wx operations play a key role, especially during development of the MAAP. The WST should highlight METOC conditions in the next 48 hours that could degrade friendly force F2T2EA capabilities regarding potential targets. These forecasts provide the TET and MAAP team an opportunity to adjust the timing of missions as necessary. In addition, the MAAP team can exploit target wx information and METOC impacts to sensors, weapons, weapons systems, and platforms to modify weapons/sensor configurations and system mixes. By optimally pairing weapons systems and platforms to targets based on METOC conditions, the MAAP team can maximize the probability of achieving desired effects.

8.9.4. Combat Operations Division Support. The WST will support all aspects of mission execution including DTs/TSTs and PR missions, the BCD, and other emerging targeting decisions. The WST will maintain situational awareness of the meteorological/oceanographic/solar conditions; provide timely notification of wx elements affecting launch and recovery bases, active orbits/tracks, route of flight, and other operations or areas as directed by the CCO. To increase mission effectiveness, the WST must inject relevant, accurate wx and space environment information as early as possible into the daily ATO process, enabling decision-makers to mitigate risks and optimize the pairing of capabilities to targets. The WST must also be responsive to the need for real-time or near real-time forecasts in support to dynamic retargeting, TSTs, combat search and rescue operations, ISR collection activities, and other emerging requirements.

8.9.5. ISR Division Support. The WST will provide METOC information and predicted impacts on ISR sensors, and other friendly and enemy assets and activities. The WST will collect any wx information/imagery available from hostile areas or other areas where routine wx data is unavailable. To support ISR operations effectively, the WST must have access to detailed ISR mission profiles and collaborate with appropriate analysts to identify the probable METOC sensitivities of enemy capabilities. During IPOE, analysts should leverage METOC information to help determine likely enemy courses of action, but more importantly, to highlight instances in which enemy capabilities are degraded more than friendly capabilities (i.e., asymmetrically), offering friendly force commanders an exploitable advantage. The ISR division should employ ISR sensor/system capabilities to provide non-traditional collection of wx information in data-sparse and data-denied areas. Wx forces leverage this information to formulate a more accurate depiction of current and predicted wx conditions in the battlespace, enhancing support to the joint force.

8.9.6. Air Mobility Division Support. The WST will provide the AMD with tailored information on any METOC impacts to air mobility operations. This should include impacts to theater air mobility operations such as transport, air refueling, paradrop, and medical evacuation. In particular, the WST delivers strategic and operational level environmental impacts on areas of departure and recovery bases (including alternates), landing and drop zones, and air refueling routes throughout the designated AOR. The WST should keep the AMD staff and DIRMFOR apprised at all times of significant METOC impacts to mobility operations.

8.10. Combat Support Team (CST). The CST is the AOC's focal point for all Combat Support (CS) related issues affecting the AOC's ability to plan and execute combat air power. When conducting joint operations, combat support information affecting support and

sustainment of other services or coalition air forces will be best provided to the CST by service or coalition logisticians. As such all effort should be made to develop a contingency (or standing) JMD with the other services that can be filled in a timely manner. During strategy development and other planning processes, the AFFOR staff will provide the CST assessments of potential impact to bed down decisions, impacts of time phased force and deployment data (TPFDD), and feasibility and forces closure estimates. As a minimum, the CST is comprised of aircraft maintenance, logistics readiness, and a munitions officer or NCO but can be expanded with representation from other AFFOR staff directorates as required. The CST gives the AOC an on-site team with a broad range of combat support expertise as well as a direct line of communication to the combat support expertise on the AFFOR staff. The CST is assigned to the AFFOR staff and reports directly to the AFFOR/A4. The CST is led by a field grade combat support officer familiar with AOC processes and the broad range of combat support operations that may impact AOC processes and ATO execution.

8.11. Knowledge Operations (KO) Team. The C-NAF organization is responsible for establishing an effective KO structure and flow strategy throughout the air and space component. This strategy is designed to meet the entire C-NAF and subordinate organizations' needs for seamless, relevant and timely information, while optimizing the use of information infrastructure resources. The AOC KO support team is a sub-element of the C-NAF KO organization. The goal of KO is providing relevant, precise, accurate, timely, usable, and complete information that supports the commander in obtaining situational awareness and an understanding that allows him to make timely and effective decisions faster than the adversary can react, or in a non-combat situation, at a tempo that allows the force to shape the situation or react to changes and accomplish the mission.

8.11.1. General. According to AFDD 3-13, *Information Operations*, information is a weapon and a target. The intent is to treat information as an asset, just like any other weapon or tool of warfare. It can be used to control forces and deliver precise effects. Command and control of information supports the commander in three main areas: achieving situational awareness/ understanding, making decisions, and communicating execution information to implement those decisions. In that context, everyone in the AOC is an information manager with an inherent responsibility to acquire, assess, reason, question, correlate, and disseminate quality information to other users, and to maintain and protect it throughout its life cycle.

8.11.2. Supported and Supporting Division/Team Relationships. The division/team chiefs, information and information system users have a shared, corporate responsibility with the KO support team for the effectiveness and efficiency of the KO processes supporting AOC operations.

8.11.3. Knowledge Operations Support Team. The KO Support Team is responsible for the overall health of the KO processes, designing/executing the air component's information flow strategy, and optimizing the use of the information infrastructure to support the commander's needs for relevant and timely information. KO processes include the creation, collection and control, dissemination, storage and retrieval, protection and destruction of information, electronic and paper, classified and unclassified. The KO support team is normally led by a KM officer and divided into two separate elements: AOC leadership KO, division and specialty/support team KO. Additionally these elements support the air, space, cyberspace, IO component information management board (ACIMB). Duties performed in each element may vary by AOC depending on the AOC mission, size, and how they choose

to organize and assign responsibilities. For example, AOC KO may compile all briefings and reports or have the KO managers in the divisions compile the ones their divisions are responsible for.

8.11.3.1. **AOC/KO Officer.** The AOC/KO Officer is directly responsible to the AOC Commander, with AFFOR/A6 functional oversight and support, for coordinating the flow and management of the information throughout the AOC. The AOC KO team is normally composed of the KO officer and/or superintendent and may include one or more KO managers. The AOC Commander in coordination with the AFFOR/A6 makes the final decision on the composition of the AOC KO team.

8.11.3.2. **Division and Specialty/Support KO Team.** Team personnel are directly responsible to the division and specialty/support team chiefs they are supporting. They are responsible for assuring that the supported division/specialty/support team is complying with the KO plan. Specialty/Support team KO personnel serving in functional specific positions such as AOC special security office, etc. are also responsible to their team for performing KO duties.

8.11.3.3. **KO Superintendent.** (AFSC: 3D071). Superintendant duties include but not limited to:

8.11.3.3.1. Perform all KO officer duties, if KO officer not assigned.

8.11.3.3.2. Prepare and present a KO procedures briefing to AOC personnel.

8.11.3.3.3. Establish liaison with JFC/J1 and AFFOR/A1 and A6 for combat service support.

8.11.3.3.4. Maintain shift log.

8.11.3.3.5. Manage master actions suspense log.

8.11.3.3.6. Process incoming/outgoing correspondence, messages, and reports (includes SITREP).

8.11.3.3.7. Retrieve briefing inputs and prepare update briefing.

8.11.3.3.8. Perform duties as the AOC functional area records manager. Ensures AOC/division files plans are prepared and coordinated with communications focal point

8.11.3.3.9. Serve as AOC privacy act officer and/or monitor.

8.11.3.3.10. Serve as freedom of information act manager IAW DoD 5400.7-R_AFMAN 33-302, Freedom of Information Act Program, 21 Oct 2010.

8.11.4. **AOC KO Personnel.** (AFSC: 3D0X1). Team duties include but not limited to:

8.11.4.1. Serve as AOC unit mail clerk (UMC) collecting and distributing official mail.

8.11.4.2. Process incoming/outgoing correspondence, messages, and reports.

8.11.4.3. Maintain AOC Commander's Read File.

8.11.4.4. Manage Schedule of Events calendar

8.11.4.5. Establish and maintain recall roster.

8.11.4.6. Collect after action feedback and/or Joint Lessons Learned Information System (JLLIS) inputs.

8.11.4.7. Create/maintain web pages and TBMCS AOC Portal structure, policy, and knowledge operations content.

8.12. Personnel Rescue Coordination Cell (PRCC). The PRCC plans, coordinates, and directs the execution of combat search and rescue (CSAR) missions for theater JFACC. The PRCC may vary in size and composition and is organized based upon mission requirements. Duties involve coordinating the five PR execution tasks of reporting, locating, supporting, recovering, and reintegrating isolated personnel. Isolated personnel are, in effect, fleeting targets of critical value—available capabilities and assets must be expeditiously coordinated and employed to effect successful recoveries. The JFACC, through the AOC and PRCC, exercises operational control (OPCON) of theater-assigned USAF CSAR assets and units. The PRCC is typically composed of a director, duty officers, planners, controllers, and other specialists who are integrated with or closely work with all five AOC divisions and reports to AOC Commander. For PRCC organizational techniques, responsibilities, processes, and guidance see AFI 13-208, *PRCC Organization and Training*.

8.13. Special Technical Operations (STO) Team. The STO team is responsible for ensuring proper integration of special technical capabilities with conventional operations to meet JFC and JFACC objectives as defined in the JAOP. The STO reports to the Chief COD. The STO planning process mirrors the conventional planning process, and the capabilities presented through the STO process should be treated no differently than any other capability except for their special security requirements. The STO Team does not "own" any AOC process but supports all processes across the AOC. Consequently, the team relies on collaboration with STO briefed individuals in the AOC divisions and teams to develop the separate but necessary classified concepts, briefings, legal reviews and documents for strategy, guidance, targeting, apportionment, plans, and operations.

8.13.1. STO Processes. All STO Specialty Team members should review the following classified publications for integrated joint special technical operations (IJSTO) policies, guidance, instructions, and formats: CJCSI 3120.08 Series, IJSTO (U); CJCSM 3122.07 Series, *IJSTO supplement to joint operation planning and execution system (JOPES) Volume I (planning policies and procedures)* (U); CJCSM 3122.08 Series, *IJSTO supplement to JOPES (Volume II) planning formats and guidance* (U), and CJCSI 3110.15 Series, *supplemental instruction to the joint strategic capabilities plan FY XXXX (JSCP FY XXXX): IJSTO* (U). These instructions and manuals are available to the STO Specialty Team via the planning and decision aid system (PDAS).

8.13.2. Special Technical Operations Responsibilities.

8.13.2.1. The STO team facilitates the development of STO and advanced program supplements to the JAOP, AOD, MAAP, etc. The STO team will facilitate coordination for planners and other specialty teams/special mission units to provide additional assistance to the planner. For example: As the AOD and AOD supplement are developed by the SD, the STO team makes available resources and facilities to the strategy representatives in obtaining the information necessary to complete the AOD supplement and preparation of the AOD decision brief.

8.13.2.2. The STO team will ensure adequate facilities are made available to facilitate compartmented planning and briefings. These facilities will have proper accreditations, compartmented approvals, and security measures in-place to enable compartmented-level planning operations. The STO team will ensure that personnel are available to manage physical and personnel security requirements consistent with AOC planning, execution and assessment schedules.

8.13.2.3. The STO team will ensure communications/information systems are made available to facilitate compartmented planning.

8.13.2.4. The STO team will provide the status of capabilities and other pertinent information necessary for planning and operations are made available.

8.13.2.5. The STO team is responsible for ensuring that the appropriate SMEs and unit LNOs have resources available for planning and operations.

8.13.2.6. The STO team will ensure that STO and advanced program tasking orders and SPINS are delivered to affected units.

8.13.3. STO Team Composition. Positions noted below represent core team members, which should be assigned to the AOC on a daily basis. As contingencies evolve, additional STO manning may be required. Augmentation from other service components and/or weapon system SMEs should be anticipated.

8.13.3.1. **AOC STO Chief:** The AOC STO Chief's duties are described in the CJCSI 3120.08 series. This position is responsible for facilitation of all STO security and advanced program activities in the AOC and is normally administratively assigned to the SD Chief. The AOC STO Chief's primary focus is to ensure that all AOC divisions and teams are properly supported so that sensitive military capabilities are appropriately integrated into Joint strategy, plans, and operations. Additionally, the AOC STO Chief coordinates with other components and functional JFC STO teams to synchronize plans and operations. This coordination includes requesting reach back support, requesting additional capabilities, and obtaining necessary authorities to deploy and employ STO capabilities.

8.13.3.2. **STO Intelligence Officer.** The STO intelligence officer is responsible for working with other AOC Divisions to coordinate STO specific collection plan requirements, RFIs, target nominations, and updating the STO team on the current battle situation. Also, this position is responsible for coordinating STO mission intelligence assessment and provides those STO assessments back to AOC STO planners.

8.13.3.3. **STO Kinetic/NonKinetic Duty Officers.** The Kinetic/NonKinetic duty officers are responsible for monitoring, coordinating, and directing STO efforts during ATO execution. The Kinetic/NonKinetic duty officers monitor STO-related missions on the ATO, issue execute/terminate instructions to units, and participates in the DT/TST process to ensure retargeting of STO targets as appropriate. The STO duty officers feed results of STO execution back to STO planners for consideration in devising follow-on plans and to SD OA personnel to help them evaluate effectiveness and efficiency of air, space, and cyberspace operations in achieving JFC and JFACC objectives.

8.13.3.4. **STO KO Manager.** The STO KO manager ensures proper setup, maintenance, and operation of STO equipment. This position manages access to STO information, systems, and facilities for all briefed personnel. Additionally, the STO KO transmits, receives, and distributes special capabilities information.

8.13.3.5. **STO Security.** The STO security member manages access to STO information, capabilities and facilities. Transmits, receives, and distributes special capabilities information. Additionally, assists the AOC STO chief in billet management actions.

8.13.4. **STO Team Inputs.** The STO team provides input to the following products/processes. This list is not all-inclusive but a representation of expected support.

8.13.4.1. COA development and selection

8.13.4.2. JAOP

8.13.4.3. AOD

8.13.4.4. MAAP

8.13.4.5. ATO

8.13.4.6. TET

8.13.4.7. DT

8.13.4.8. Joint PR

8.13.4.9. JIPTL

8.13.4.10. Operational preparation of the environmental system analysis

8.13.4.11. OA/TA

8.13.5. **STO Team Outputs.** The STO coordinates the following briefs. This list is not all-inclusive but a representation of expected support.

8.13.5.1. AOD supplemental decision brief (with strategy representative) to the JFACC.

8.13.5.2. MAAP/ATO supplemental decision brief (with MAAP/TET representative) to the JFACC.

8.13.5.3. Joint integration board decision brief.

8.13.5.4. The STO team will be prepared to provide systems capability briefings to cleared AOC personnel on new or modified systems that have been made available for planning/tasking.

8.13.5.5. Special instruction (SPIN) for complex or highly-integrated compartmented operations. SPINs will be deconflicted with the CPD chief and will include security constraints, capability limitations, and employment decision criteria. The AOC cells will be advised of all compartmented SPINs. The STO will distribute SPINs to affected units via approved methods.

8.13.5.6. Develop and maintain a supplement to the OA report for compartmented capabilities.

8.14. Regional Air Movements Control Center (RAMCC). As a specialty team reporting to the AOC/CC, the RAMCC serves two specific functions with regard to assisting the JFACC/CFACC in the role of ACA. The first role of the RAMCC is to provide airspace control when there is an inadequate air traffic control infrastructure. In this capacity, the RAMCC uses procedural measures to deconflict air traffic transiting the AOR. The second role of the RAMCC is to provide contingency airflow management, of civilian and military air traffic, at designated airfields within the AOR. Accomplished through the use of arrival and departure slot times, this ensures interagency coordination during planning and execution to prevent exceeding airfield capabilities with respect to parking and support.

8.14.1. RAMCC Organization.

8.14.1.1. Long Range Plans. Focusing on operations beyond 24 hours, the Long Rang Plans Section coordinates with the air space planners to develop airspace requirements, procedures for deconfliction and issues slot times to aircrew, planners and C2 agencies.

8.14.1.2. Current Operations. Focusing on plan as established by Long Range Plans Section, the Current Operations Section focuses on making mission adjustments as required to maximize throughput and maintain systemic velocity.

8.14.1.3. Airfield Operations. Liaising with airfield managers and C2 elements, Airfield Operations identifies capabilities such as parking and working MOGs that have a direct impact airflow planning and executions. Capabilities are coordinated with Long Range Plans and Current Operations for the purpose of planning and execution.

8.14.1.4. Mission Support. Mission support Section provides communications and administrative support for the RAMCC. This is of particular need when the RAMCC is not colocated with the AOC.

8.14.2. Duties and Responsibilities.

8.14.2.1. RAMCC Team chief. (AFSC: 11M/12M/13M). The RAMCC Team chief is responsible to the AOC Commander to the overall management of air traffic deconfliction and airflow management. Serving as a focal point for inter-agency coordination, it is important that the team chief ensures the RAMCC is serving as a fair and impartial broker with respect satisfying the airspace and airflow needs of all its customers.

8.14.2.2. Long Rang Plans Section chief. (AFSC: 11M/12M/13M). The Long Rang Plans Section chief is responsible to the RAMCC Team chief for coordinating with airspace planners, aircrew, mission planners and C2 agencies to develop a sound deconfliction and airflow plan to facilitate operations within the AOR. The Long Range Plans chief establishes processes and procedures and directs planners for the issuing of slot times.

8.14.2.3. Current Operations Section chief. (AFSC: 11M/12M/13M). The Current Operations Section chief is responsible to the RAMCC Team chief for coordinating with aircrew mission planners and C2 agencies monitor and adjust the deconfliction and airflow management plan to ensure successful operations in the AOR.

8.14.2.4. Airfield Operations Section chief. (AFSC: 11M/12M/13M). The Airfield Operations Section chief is responsible to the RAMCC Team chief for liaising with airfield managers and C2 elements to identify airfield requirements and coordinate with Long Rang Plans and Current Operations.

8.14.2.5. Mission Support Section chief. (AFSC: 17D). The Mission Support Section chief is responsible to the RAMCC Team chief for ensuring the RAMCC computer and communications systems are adequate and maintained to ensure mission success. The Mission Support function will also provide administrative support to the RAMCC.

8.15. Combat Information Cell (CIC). The CIC will be formed when needed to assist with development and coordination of communication courses of action and plans. It is scaled to fit the size of the operation, is integrated across all five divisions, and attends C/JFACC and other meetings as required. The CIC is a focused, integrated cell generating information to support AOC leadership, normally administratively assigned to the AOC Director, with the added benefit of providing information useful to AOC and JFC Information Operations and Public Affairs teams. It will assist the C/JFACC in developing rapid, accurate, fact based responses to significant ATO events. The cell blends elements from the IO Team, JA, ISR division, PA and others as required and must be prepared to contend with various high-profile operational scenarios. The CIC develops public information courses of action (COAs) to meet the C/JFACC's intent, to defend public trust and support, improve force morale and readiness, and influence/deter global adversaries. In the information age, the timely release of truthful information (good or bad news) impacts public knowledge and perception of USAF operations and capabilities. Information generated by the cell supports AOC leadership decision making and can also be used to help mitigate C/JFACC strategic exposure to propaganda and to maximize domestic and international support for coalition/PN/OGA air efforts.

8.16. Director of Space Forces (DIRSPACEFOR). The DIRSPACEFOR is the senior space advisor to the JFACC with broad space expertise, theater familiarity, and who provides advice on the planning, executing, and assessing of USAF space operations. The DIRSPACEFOR facilitates coordination, integration, and staffing activities on behalf of the JFACC to include providing support for joint space operations to the SCA. The JFACC can also direct the DIRSPACEFOR to sit on the special staff of the SCA to provide advice on Air Force space forces and capabilities. When the JFACC is designated the SCA, the DIRSPACEFOR will typically accomplish the day-to-day duties assigned to the SCA.

8.17. AOC COMMUNICATIONS TEAM (ACT)

8.17.1. **General.** The ACT is part of an Air and Space Communications Squadron which is either directly under the AFFOR/A6 or a supporting group/squadron for day to day management. This team provides direct communications support to the AOC Commander to ensure all AOC systems including all communications systems are integrated and operating properly. The ACT integrates AOC systems with other USAF, DOD, joint, coalition, PN and OGA systems. The ACT is managed by the chief, AOC Communications Team (C-ACT). The C-ACT works on a daily basis with the AOC configuration manager (CM) and the weapons system manager (WSM) to ensure the AOC networks and systems are configuration managed IAW guidance provided by the AOC WS and the local site change review board (CRB), configuration management plan (CMP), and/or System Management Board (SMB). The ACT is composed of five functions: the communications focal point (CFP), AOC networks control, C2 systems, data links, and plans and programs. Collectively, the functions provide AOC-unique communications services and tools for planning, generation, employment, and direction of air, space, cyberspace, IO forces. Other C2 resources are embedded in core AOC divisions such as client support technicians (CSTs) and operate as extensions of and in coordination with the C-ACT. The ACT's roles and responsibilities for

Information Assurance (IA) weigh heavily to ensure efficient flow of information into, through, and out of the AOC, while providing the integrity and security of the information and the systems it passes through.

8.17.2. Major ACT Process Inputs. All AOC divisions establish communications support requirements including, but not limited to, spectrum/frequency use, internal and external data network requirements (e.g., Email, SIPRNET, etc.), cryptographic requirements, TDL network requirements, LOS/BLOS secure/non-secure voice requirements, LOS/BLOS special circuit requirements (e.g., high-bandwidth VTC, etc.), VTC, DRSN, and computer hardware requirements. Additionally, the team will work with the AFFOR/A6 AFFOR Communications Control Center (ACCC) or supporting group/squadron and the AF Integrated Network Operations and Security Center (AF I-NOSC) on a regular basis. Communications system requirements will be coordinated with and validated as a team by the WSM, C-ACT, and CM.

8.17.3. Major ACT Processes. The major communications support processes in support of overall AOC processes are communications integration, system administration, planning, maintenance, information assurance, network operations, configuration management support, spectrum management, system outage reporting, system maintenance, engineering, requirements management, project management, and client support administration. Note: in some cases, the host wing/base or AFFOR/A6 may fulfill some of these responsibilities. In those instances, the provided support should be documented in appropriate agreements.

8.17.4. Major ACT Process Outputs. Major process outputs of communications support are communications services, communications systems architecture, communications plans, network configuration, help desk support, cryptographic management, network management, network security, system management, configuration management, engineering planning, requirements management, information assurance support, project management, and systems technical expertise.

8.17.5. ACT Responsibilities.

8.17.5.1. Chief, AOC Communications Team (C-ACT). (AFSC: 17D) The C-ACT provides guidance and direction to all subordinate communications system work areas and/or communications specialty teams assigned within the AOC. The C-ACT has the following responsibilities:

8.17.5.1.1. Maintain status reporting and situational awareness on communications system and services specified to sustain AOC operations to all levels of command and distant end stations connected to the AOC.

8.17.5.1.2. Coordinate current and new AOC communications requirements with the AOC Commander, AFFOR/A6 or supporting group/squadron, CM and WSM, to determine priority of activation and restoration.

8.17.5.1.3. Have authoritative knowledge of communications tasks in appropriate OPORDs, OPLANs, and CONOPS.

8.17.5.1.4. Advise the AOC Commander, AFFOR/A6 or supporting group/squadron, WSM, and/or appropriate division/team chief on the communications mission impacts of equipment, scheduled and unscheduled service

outages, and recommend the best methods for circumventing the outages. 8.17.5.1.5. Coordinate with appropriate joint, coalition, allied and commercially-based communications systems and services required to support AOC operations.

8.17.5.1.5. Liaise between the supporting component AOC frequency/spectrum manager and AOC operators. Coordinate with C2 planning team on frequency assignments for ATO and SPINS and maintain an accurate list of SATCOM users to include the mission of each assigned channel to enable the AOC Commander to prioritize satellite communication.

8.17.5.1.6. Co-Chair with WSM, a Systems Management Board (SMB) and be lead for the AOC systems management process. This process includes the CM as the AOC/CCs orchestrator for configuration management and representatives from AOC divisions/teams. Any changes or additions to AOC systems must include sufficient technical and configuration management support material, maintenance concerns, and be approved by AOC/CC.

8.17.5.1.7. Ensure all systems within the AOC are certified and accredited IAW DoDI8510.01 and AFI 33-210.

8.17.5.1.8. Verify all IA requirements are met IAW DoDI 8500.2 for all Platform IT and Platform IT Interconnections.

8.17.5.1.9. Ensure all systems within the AOC connecting to the Air Force Network have received a Certificate of Networthiness (CoN) IAW the DoD Interim Guidance on Networthiness of Information Technology (IT) Connected to DoD Networks memo signed 22 Nov 2011.

8.17.5.2. Communications Focal Point (CFP) Function. The CFP is a support staff for the C-ACT and contains personnel who have specific working knowledge of the AOC mission, oversee site operations and provide direct C2 and ISR communications system support to the AOC. This team is normally composed of the CFP chief and Client Systems Technicians (CST). These individuals assist the C-ACT in managing and maintaining communications support for the AOC, as well as directing the activities of AOC communications personnel who work for the C-ACT. In addition, the CFP usually provides coordination with the AOC Area Support unit(s) providing transmission, switch, radio, power and other services for AOC connectivity to external forces. The CFP Function has the following responsibilities:

8.17.5.2.1. Act as the single focal point for AOC communications problem resolutions.

8.17.5.2.2. Maintain the CFP status display systems to track status of all links, circuits, systems, and networks.

8.17.5.2.3. Display current network diagrams that visibly display how the AOC connects to other internal/external communications support units.

8.17.5.2.4. Continuously track system and circuit status and update the C-ACT and/or appropriate division/team of outages exceeding 10 minutes. For higher priority systems, networks, or circuits immediate notification of any outage may be required.

- 8.17.5.2.5. Receive and consolidate reports from attached, assigned, and/or subordinate units for transmittal to NAF A6/higher headquarters etc.
 - 8.17.5.2.6. Ensure periodic system checks are conducted on all systems to ensure full operational status/capability.
 - 8.17.5.2.7. Maintain the CFP master station log (MSL) and log all problems encountered.
 - 8.17.5.2.8. Assign, track, and prioritize job control numbers.
 - 8.17.5.2.9. Communicate with AOC customers on problems with existing systems and services, and coordinate with other functions to ensure that any issues are addressed.
 - 8.17.5.2.10. Report problems to the AFFOR Communications Control Center and/or AOC/CC.
 - 8.17.5.2.11. Collect IOT/cyberspace inputs and recommendations on all communication degradations and outages to help identify vulnerabilities, deliberate attacks, and alternate procedures to assist C-ACT in making network configuration decisions.
 - 8.17.5.2.12. Support configuration management by notification of any intention to change configuration to C-ACT, WSM, CM, CMB and/or the SMB.
 - 8.17.5.2.13. Determine, manage, and oversee communications logistics requirements.
 - 8.17.5.2.14. Oversee, direct, and execute communications security (COMSEC) requirements.
 - 8.17.5.2.15. Manage ADPE accounts for all AOC small computer resources.
 - 8.17.5.2.16. The AOC WS Help Desk (HD) Langley AFB, VA is designated tier 1 level support. Within the AOC, trouble tickets should be opened for all system failures/problems through the unit AOC HD of the communications focal point function. For those problems that resolution cannot be resolved locally by tier 0 level support tier 1 support will be requested. External infrastructure component problems impacting the AOC will be reported and resolved through the local network administration support and escalated to host wing NCC, ACCC and I-NOSC.
- 8.17.5.3. **AOC Networks Control Function.** The AOC networks control function is a staff management element of the C-ACT that focuses on network administration to include applications services, configuration management and messaging IAW AFI 33-115. The AOC networks control function focuses on information security (INFOSEC) operations, by use of network boundary protection, intrusion detection, and vulnerability assessment techniques, and software tools. The AOC networks function performs network management in the areas of internet services and infrastructure services. Function composition consists of Networks chief, net management, application services, infrastructure technician, system controllers, and web applications. The AOC networks control function has the following responsibilities:
- 8.17.5.3.1. Implement and enforce national, DOD and USAF security policies to protect networks from internal and external threats.

8.17.5.3.2. Coordinate Multiple Discipline Vulnerability Assessment (MDVA) and configure network hardware and software to specifications.

8.17.5.3.3. Work closely with the Configuration Manager to ensure configuration documents/records are maintained accurately.

8.17.5.3.4. Assist in testing and validation of network security.

8.17.5.3.5. Monitor C2 system network capabilities and limitations.

8.17.5.3.6. Ensure PMO direction on network security is enforced.

8.17.5.3.7. Coordinate with the IO/cyberspace teams to support NetA and NetD Response activities.

8.17.5.3.8. Coordinate with appropriate agencies in order to monitor/maintain AOC networks.

8.17.5.3.9. Ensure each implementation of Cross Domain Solution (CDS) must have separate DSAWG approval and DISA ATC/IATC for each AOC location/site IAW CJCSI 6211.02C.

8.17.5.3.10. Ensure any secure wireless connection (i.e. SecNet-11 or SecNet-54) has separate DISA/CCAO approval for each implementation at each AOC location/site since these connections are a special case of SIPRNET connection approval per CJCSI 6211.02C.

8.17.5.3.11. Ensure any instance of connection from the AOC to the Internet has an OSD GIG waiver approval prior to implementation per CJCSI 6211.02C.

8.17.5.3.12. Ensure any foreign national presence or using foreign software has received separate approval IAW AFI 33-210 and other AFSSI instructions.

8.17.5.3.13. Ensure any major modification or changes to the security architecture, security configuration set up, or security posture that deviates from the system(s) as accredited has been reaccredited IAW AFI 33-210 and DoDI 8510.01.

8.17.5.4. Command and Control (C2) System Function. The C2 System function supports the C-ACT. This function normally contains the chief, C2 Systems; Messaging Administrator Technicians; and Application Services Administrator Technicians. They ensure servers, work stations; peripherals, communications devices, and on-line software are available to the user. C2 system function responsibility within the AOC is from the user's terminal to the server. The AOC C2 system function has the following responsibilities:

8.17.5.4.1. Install, configure, maintain, and administer C2 systems.

8.17.5.4.2. Perform backup of C2 systems as designated by the higher headquarters and/or AOC/CC.

8.17.5.4.3. Manage user computer software configurations and tactical local area network (LAN) systems.

8.17.5.4.4. Coordinate with users, client system technicians (CST), and CFP personnel to resolve computer software and hardware problems.

8.17.5.4.5. Coordinate configuration changes with the CFP.

8.17.5.5. **Data Links Function.** The data links function supports the AOC Commander in planning, coordinating, and establishing the AOC MTN. This team is normally comprised of the chief of Data Links, Data Link Maintenance Technicians, and ADSI/JRE/Gateway Maintenance Technicians. They maintain and administer computer, networking, and cryptographic systems in support of the tactical data display and COP within the AOC. The AOC data links function has the following responsibilities:

8.17.5.5.1. Assist in planning, managing, and coordination of the MTN architecture with AOC interface control team.

8.17.5.5.2. Ensure high-interest circuits, links, nodes, and networks remain operational.

8.17.5.5.3. Maintain C2 data link systems hardware.

8.17.5.5.4. Monitor the multi-TDL network.

8.17.5.5.5. Maintain multi-TDL equipment and communications infrastructure in support of situational awareness displays and COP.

8.17.5.5.6. Maintain, repair, and administer the (J)ADSI/Joint Range Extension (JRE)/Gateway System.

8.17.5.5.7. Conduct (J)ADSI, JRE and Gateway operational system checks.

8.17.5.5.8. Ensures (J)ADSI, JRE, Gateway processes, and displays are functioning appropriately.

8.17.5.5.9. Provide alternate routing of multi-TDL links to insure situational awareness displays remain operational.

8.18. ACT Plans and Programs Function. The Plans and Programs function provides a central point for project management, coordination and approval for new requirements IAW AFI 33-103. New AOC WS baseline requirements and/or variances will be managed IAW paragraph 2.3.7.3. of this AFI. The Plans and Programs function manages activities related to command, control, communications and computers systems planning: plans support, including mobility/deployment planning, information assurance support, engineering support, strategic planning, and requirements analysis; implementation, including architectures, integration, direction, and standards as outlined in AFI 33-104 and joint publications. The plans and programs function manages logistic and internal support efforts of the ACT to include asset management, unit training, UDM duties and coordination of service-level agreements with host base or external communications entities, customers or peer units.

8.19. Cyber Operations Liaison Element (COLE). The COLE is responsible for coordinating and integrating cyber capabilities with the Information Operations Team and the Net Warfare planners. The COLE gathers cyber requirements in support of the JFC's campaign and reaches back to 24 AF and the 624th Operations Center (OC) for cyber planning, indications and warning, defended asset list development, and Air Force cyber C2 support and deconfliction with other cyber operations.

8.19.1. For contingencies, 24 AF (AFCYBER) provides a COLE to the JFACC to work with the IO Team, Electronic Warfare Coordination Cell, forward deployed Space Elements and

the IJSTO Team to coordinate and synchronize cyberspace operation activities with air and space operations. The COLE director serves as the AFCYBER's personal liaison to the JFACC. The COLE's composition will be tailored to meet the supported Combatant Commander's (CCDR) Component Headquarter's requirements.

8.19.2. Once activated, the supporting COLE will conduct two functions: 1st provide cyber planning and operations expertise to the supported C-HQs AOC's divisions; and 2d: provide a dedicated reach-back capability to the 624 OC (24 AF/CC's 24/7 watch center) to articulate CCDR requirements and leverage 24 AF cyberspace capabilities. Capabilities include specified planning, deconfliction with ongoing/other CCDR and AF operations, and C2 of AF forces. Simply stated, the COLE will work within the various AOC functional areas to ensure all cyber taskings are deconflicted, integrated, and coordinated during planning and execution of the JFACC's Air Tasking Order.

Chapter 9

LOCAL OPERATING PROCEDURES

9.1. General. This chapter is reserved for AOC units, and associated units below MAJCOM level to publish a supplement to this publication. Differences identified in an AOC supplement will only apply to that AOC and any aligned or associated air reserve component (ARC) AOC unit. Publish in accordance with AFI 33-360, *Publications and Forms Management*. Follow instructions on page 1 of this Volume for approval/distribution of the MAJCOM Supplement.

9.1.1. Procedures in the supplement will not be less restrictive than those contained elsewhere in this AFI. This chapter's intent is for all units to highlight their specific differences in operation procedures or organization dictated by their local AOR, CCDR guidance or functional command. Most geographic AOCs and the 608 AOC have an organization structure aligned with this basic instruction. Functional AOCs will provide their organization structure and processes not included in this AFI.

9.1.2. The supplement must contain a statement in the opening paragraph advising the reader that it further implements and is incomplete without AFI 13-1 AOC Volume 3. The supplement is not intended to be a single source document for procedures contained in other official publications, directives, or regulations. Avoid unnecessary repetition of guidance provided in other official publications; however, reference to those publications is acceptable when it serves to facilitate location of information necessary for local operating procedures.

9.2. Organization. The supplement should be organized in the following format and, as a minimum, include the following: (Note: Due to the diversity of AOC missions, units are authorized to organize their instruction which will best suit their organizational construct.)

- 9.2.1. Introduction.
- 9.2.2. General Policy.
- 9.2.3. Unit Mission.
- 9.2.4. Unit Peacetime Organization.
- 9.2.5. Command and Control.
- 9.2.6. Unit Standards (Optional).
- 9.2.7. OPSEC/COMSEC procedures.
- 9.2.8. Associated Unit Organization and Support Mission.

BRETT T. WILLIAMS, Major General, USAF
Director of Operations
DCS, Operations, Plans, & Requirements

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AF Strategic Plan Fiscal Years 2008 - 2025

CJCSI 3121.01, *Standing Rules of Engagement for US Forces (S)*, 15 Jan 2000

CJCSI 3151.01B, *GCCS COP Reporting Requirements*, 31 Oct 2008

CJCSI 3155.01, *GCCS-J Operational Framework Policy* 4 June 2008

CJCSI 3320.03A, *JCEOI*, 19 Nov 2007

CJCSI 6510.01F, *Information Assurance (IA) and Support to Computer Network Defense (CND)*, 9 Feb 2011

DoD Memorandum, *Interim Guidance on Worthiness of Information Technology (IT) Connected to DoD Networks*, 22 Nov 2012

DoDI 8500.2, *Information Assurance (IA) Implementation*, 6 Feb 2003

DoD 5400.7-R_AFMAN 33-302, *Freedom of Information Act Program*, 21 Oct 2010

JP 1-02, *DOD Dictionary of Military and Associated Terms*, 8 Nov 2010, as amended through 31 Dec 2010

JP 3-0, *Joint Operations*, 22 Mar 2010

JP 3-01, *Countering Air and Missile Threats*, 5 Feb 2007

JP 3-05, *Doctrine for Joint Special Operations*, 17 Dec 2003

JP 3-07.3, *Peace Operations*, 17 Oct 2007

JP 3-13, *Information Operations*, 13 Feb 2006

JP 3-13.1, *Electronic Warfare*, 25 Jan 2007

JP 3-17 Ch 1, *Air Mobility Operations*, 2 Oct 2009

JP 3-30, *Command and Control for Joint Air Operations*, 12 Jan 2010

JP 3-50, *Personnel Recovery*, 5 Jan 2007

JP 3-52, *Joint Airspace Control*, 20 May 2010

JP 6-0, *Joint Communications System*, 10 Jun 2010

AFDD1-1, *Leadership and Air Force Development*, 18 Feb 2006. *NOTE: New publication pending*

AFDD 2-0, *Intelligence, Surveillance and Reconnaissance Operations*, 17 Sep 2010

AFDD 3-05, *Special Operations*, 17 Sep 2010

AFDD 3-13, *Information Operations*, 17 Sep 2010

AFDD 3-14, *Space Operations*, 17 Sep 2010

AFDD 3-17, *Air Mobility Operations*, 1 Mar 2006

AFDD 3-52, *Airspace Control in the Combat Zone*, 17 Sep 2010

AFDD 6-0, *Command and Control*, 17 Sep 2010

AFI 10-401, *Air Force Operations Planning and Execution*, 7 Dec 2006

AFI 10-703, *Electronic Warfare Integrated Reprogramming*, 19 Oct 2010

AFI 10-706, *Electronic Warfare (EW) Operations*, 30 Nov 2007

AFI 13-1AOC Volume 1, *Ground Environmental Training Air Operations Center (AOC)*, 7 Dec 2011”

AFPD 10-9, *Lead Command Designation and Responsibilities for Weapons Systems*, 8 Mar 2007

AFI 11-2E-3, Vol 3, *E-3 Operations Procedures*, 11 Feb 2008

AFI 11-2E-4 Vol 3, *E-4 Operations Procedures*, 5 Mar 2008

AFI 11-2E-8, Vol 3, *E-8 Operations Procedures*, 8Dec 2009

AFI 11-2RQ-4, Vol 3, *RQ-4 Operations Procedures*, 14 Sep 2007

AFI 11-2RC-135, Vol 3, *RC/OC/WC/TC-135 Operations Procedures*, 22 Apr 2010

AFI 11-2U-2, Vol 3, *U-2-- Operations Procedures*, 13 Aug 2009

AFI 11-2MQ-9, Vol 3, *MQ-9 Operations Procedures*, 28 Nov 2008

AFI 11-2MQ-1, Vol 3, *MQ-1 Operations Procedures*, 29 Nov 2007

AFI 13-1CRC Vol 3, *CRC Operations Procedures*, 21 Jan 2010

AFI 13-114 Vol 3, *ASOC Operations Procedures*, 1 Jun 2009

AFI 13-1AOC Volume 1, *Ground Environment Training—AOC*, 1 Aug 2005 *NOTE: New publication pending*

AFI 13-1AOC Vol 2, *Standardization/Evaluation Program—AOC*, 1 Aug 2005

AFI 33-360, *Publications and Forms Management*, 11 Jun 2009

AFI 35-101, *Public Affairs Policies and Procedures*, 18 Aug 2010

AFMAN 33-363, *Management of Records*, 9 Sep 2009

AFPD 13-1, *Theater Air Control System*, 11 May 1995

AFTTP 3-3AOC, *Operational Employment - Air and Space Operations Center*, 17 Mar 2010

AFTTP (I) 3-2.3, *TST*, 20 Apr 2004

AFTTP (I) 3-2.6, *J-Fire*, 20 Dec 2007

AFTTP (I) 3-2.17, *TAGS*, 10 Apr 2007

AFTTP (I) 3-2.40, *Peace Ops*, 14 Apr 2009

AFTTP (I) 3-2.59, *Kill Box*, 4 Aug 2009

AFTTP (I) 3-2.64, *UAS*, 3 Aug 2006

AOC Integrated Product Team (IPT) Equipment Baseline Website

Officer Classification Directory (AFPC), 30 Apr 2010

Enlisted Classification Directory (AFPC), 30 Apr 2010

Adopted Forms

AF Form 847 *Recommendation for Change of Publication*, 22 Sep 2009

Abbreviations and Acronyms

505 CCW—505th Command and Control Wing

AADC—Area Air Defense Commander

AADP—area air defense plan

AAMDC—Army Air and Missile Defense Command

ABP—air battle plan

ACA—Airspace Control Authority

ACC—Air Combat Command

ACCC—AFFOR communications control center

ACF—analysis, correlation, and fusion

ACIMB—air, space, cyberspace, and information operations component information management board

ACM—airspace coordination measure

ACMREQ—airspace control measure requests

ACO—airspace control order

ACP—airspace control plan

ACT—AOC communications team

ADA—air defense artillery

ADCCN—air defense command and control net

ADSI—air defense systems integrator

ADW—air defense warning

AE—aeromedical evacuation

AECT—aeromedical evacuation control team

AEN—arbitrary ELINT notation

AETACS—airborne elements of the theater air control system

AETF—air and space expeditionary task force

AFDD—air force doctrine document

AFFOR—Air Force Forces

AFC2IC—Air Force Command and Control Integration Center

AFI—Air Force instruction

AFISRA—AF ISR Agency

AFMAN—Air Force manual

AFOSI—Air Force Office of Special Investigations

AFPC—Air Force Personnel Center

AFRC—Air Force Reserve Center

AFSC—Air Force Specialty Code

AFSOC—Air Force Special Operations Command

AFSPC—Air Force Space Command

AFSSI—AF system security instruction

ALCT—Airlift Control Team

ALDO—airlift duty officer

ALSA—Air, Land, and Sea Application Center

AMC—Air Mobility Command

AMCC—air mobility control center

AMCT—air mobility control team

AMD—Air Mobility Division

ANG—Air National Guard

AOC—Air Operations Center

AOC/CC—AOC commander

AOD—air operations directive

AODB—air operations data base

AOR—area of responsibility

APG—air planning group

ARC—air reserve component

ARCT—air refueling control team

ASOC—air support operations center

AtC—authority to connect

ATF—automated target folders

ATO—air tasking order

AtO—authority to operate
AWACS—airborne warning and control system
AWFC—Air Warfare Center
BCD—Battlefield Coordination Detachment
BLOS—beyond line of sight
BM—battle management
C2—command and control
C2DO—command and control duty officer
C3—command, control and communications
C-ACT—Chief, AOC communications team
CALCM—conventional air launched cruise missile
CAP—crisis action planning
CAP— combat air patrol
CAS—close air support
CCDR—combatant commander
CCIR—commander critical information request
CCMD—combatant command
CCO—chief, combat operations
CDS—cross domain solution
CE—civil engineering
CFP—communications focal point
C-HQs—Component Headquarters
CI—counterintelligence
CIA—Central Intelligence Agency
CIC—Combat Information Cell
CISR—Chief of ISR
CJCS—Chairman of the Joint Chiefs of Staff
CJCSI—Chairman of the Joint Chiefs of Staff Instruction
CJE—Component JDNO Equivalent
C/JFACC—Combined/Joint Force Air Component Commander
C/JFC—Combined/Joint Force Commander
C/JTF—Combined/Joint Task Force

CM—configuration manager
CMA—collection management authority
CMP—configuration management plan
C-NAF—Component Numbered AF
COA—course of action
COCOM—Combatant Command (command authority)
COD—combat operations division
COG—centers of gravity
COIN—community of interest network
COLE—Cyber Operations Liaison Element
COM—collection operations management
COMAFFOR—Commander, Air Force Forces
COMMARFOR—Commander, Marine Corps Forces
COMSEC—communications security
CoN—Certificate of Networthiness
CONOPS—concept of operations
CONUS—continental United States
COP—common operational picture
CoP—community of practice
COOP—continuity of operations program
CPCL—component prioritized collection list
CPD—combat plans division
CRAF—Civil Reserve Air Fleet
CRB—change review board
CRC—Control and Reporting Center
CRE—Control and Reporting Element
CSAR—combat search and rescue
CST—combat support team or client support technician
CT—continuation training
CtF—certificate to field
CTP—common tactical picture
CW—coalition warfighter

DCGS—Distributed Common Ground System
DCN—data coordination net
DDO—defensive duty officer
DDOC—Deployment and Distribution Operations Center
DDT—defensive duty technicians
DGS—distributed ground system
DIA—Defense Intelligence Agency
DIRMOBFOR—director of mobility forces
DIRSPACEFOR—director of space forces
DISA—Defense Information Systems Agency
DISA ATC/IATC—DISA authorization to connect/interim approval to connect
DISUM—daily intelligence summary
DMP—data management plan
DOD—Department of Defense
DT—dynamic targets
DTC—dynamic targeting cell
EA—electronic attack
ECN/IP—enterprise change notice/implementation plan
ECR—enterprise change request
EEI—essential elements of information
ELINT—electronic intelligence
EOB—enemy order of battle
ESC—Electronic Systems Center
ETF—electronic target folder
EW—electronic warfare
EWCC—electronic warfare coordination cell
EWO—electronics warfare officer
F2T2EA—find, fix, track, target, engage, assess
FA—functional assessment
FAA—Federal Aviation Administration
FAM—functional area manager
FC—fused communications

FPWG—force protection working group
FrOB—friendly order of battle
FSCL—fire support coordination line
FTU—formal training unit
GATES—Global Air Transportation Execution System
GCC—Geographic Combatant Commander
GCCS—Global Command and Control System
GDSS—Global Decision Support System
GIG—Global Information Grid
GPS—Global Positioning System
GS—global strike
GTC—Ground Track Coordinator
HD—help desk
HPT—high payoff target
HHQ—higher headquarters
HUMINT—human intelligence
IA—information assurance
IADS—integrated air defense system
IAM—Information Assurance Manager
IAMD—integrated air and missile defense
IAW—in accordance with
ICAO—International Civil Aviation Organization
ICC—installation control center
ICO—interface control officer
ICSF—integrated communication system framework client
ID—identification
IER—information exchange requirements
IJSTO—integrated joint special technical operations
IM—information management
IMINT—imagery intelligence
INFOSEC—information security
I-NOSC—Integrated Network Operations and Security Center

INT—intelligence
INTSUM—intelligence summary
IO—information operations
IOT—information operations team
IP—internet protocol
IPB—intelligence preparation of the battlespace
IPT—integrated planning team
IPT—integrated product team
IQT—initial qualification training
ISARC—intelligence, surveillance, and reconnaissance cell
ISE—imagery support element
ISR—intelligence, surveillance, and reconnaissance
ISRД—intelligence, surveillance, and reconnaissance division
IWS—information workspace
ITV—in-transit visibility
IW—irregular warfare
JA—Judge Advocate
JAAP—joint air allocation plan
JAEP—joint air estimate process
JACCE—Joint Air Component Coordination Element
JAOP—joint air operations plan
JASSM—joint air to surface standoff missile
JCA—jamming control authority
JCEOI—joint communications electronics operating instruction
JCMB—joint collection management board
JCWG—joint collection working group
JDN—joint data network
JDNO—Joint Data Network Officer
JDNOC—JDNO cell
JDPI—joint desired point of impact
JECB—joint effects coordination board
JFACC—Joint Force Air Component Commander

JICO—Joint Interface Control Officer
JIPTL—joint integrated prioritized target list
JMC—Joint Movement Center
JOA—joint operations area
JOPEs—joint operation planning and execution system
JP—joint publication
JPG—joint planning group
JPMRC—Joint Patient Movement Requirement Center
JPOTF—Joint Psychological Operations Task Force
JPRA—Joint Personnel Recovery Agency
JPRC—Joint Personnel Recovery Center
JRE—joint range extension
JRFL—joint restricted frequency list
JSOACC—Joint Special Operations Air Component Commander
JSpOC—Joint Space Operations Center
JSSC—joint air, space, and cyberspace operations senior staff course
JSTARS—joint surveillance target attack radar system
JTCB—joint targeting coordination board
JTIDS—joint tactical information distribution system
JTL—joint target list
JLLIS—Joint Lessons Learned Information System
JUNIT—joint unit
JWICS—joint worldwide intelligence communications system
KO—Knowledge Operations
LAN—local area network
LNO—liaison officer
LOAC—Law of Armed Conflict
LOS—line of sight
LR—logistics readiness
LZ—landing zone
MAAP—master air attack plan
MAACS—Marine Air Command and Control System

MAF—Mobility Air Forces
MAGTF—Marine Air-Ground Task Force
MAJCOM—Major Command
MARLE—marine liaison element
MASINT—measurement and signature intelligence
MCC—maritime component commander
MDS—mission design series
MDVA—multiple discipline vulnerability assessment
MDWG—military deception working group
MEA—munitions effectiveness assessment
METOC—meteorological and oceanographic
MHE—materials handling equipment
MILDEC—military deception
MISO—mission information support operations
MISREP—mission reports
MISSUM—mission summary
MOE—measures of effectiveness
MOG—maximum (aircraft) on ground
MOP—measures of performance
MQT—mission qualification training
MSL—master station log
MTA—multi-TDL architecture
MTN—multi-TDL network
NAI—named area of interest
NAF—numbered air force
NALE—naval and amphibious liaison element
NOTAM—notice to airmen
NCC—Network Control Center
NCO—non-commissioned officer
Net-A—network attack
Net-D—network defense
NGA—National Geospatial-Intelligence Agency

NGB—National Guard Bureau
NIPRNET—non-secure internet protocol router network
NOSC—Network Operations and Security Center
NRO—National Reconnaissance Office
NRT—near real-time
NSA—National Security Agency
NSL—no strike list
NTACS—Navy Tactical Air Control System
NTI—national tactical integration cell
NWO—network warfare operations
OA—operational assessment
OAT—operational assessment team
OB—order of battle
OCR—office of collateral responsibility or operational change request
OCTP—operational command training program
ODO—offensive duty officer
OGA—other government agency
OPCON—operational control
OPORD—operations order
OPR—office of primary responsibility
OPREP—operations report
OPSEC—operations security
OPTASK COP—operational tasking common operational picture
OPTASK CTP—operational tasking common tactical picture
OPTASK LINK—operational tasking data link
OSC—Operational Support Center
OSF—Operational Support Facility
OW—operational warfighter
PA—public affairs
PAD—program active directive
PACAF—Pacific Air Forces
PBA—predictive battlespace awareness

PC—personal computer
PCS—permanent change of station
PDA—physical damage assessment
PED—processing, exploitation, and dissemination
PGM—precision guided munitions
PIF—pseudo identification feature
PIT—process improvement team
PN—partner nation
POC—point of contact
PR—personnel recovery
PR—production requirements
PRCC—personnel recovery coordination cell
PSYOPS—psychological operations
PTO—PED Tasking Order
RAP—recognized air picture
RAT—Rapid Augmentation Team
RCC—rescue coordination cell
RDO—reconnaissance duty officer
RDS—record disposition schedule
RFA—request for assistance
RFI—request for information
RFV—request for variance
RICO—regional interface control officer
ROE—rules of engagement
RSTA—reconnaissance, surveillance, and target acquisition
RTL—restricted target list
RUF—rules for use of force
SA—situational awareness
SADO—senior air defense officer
SADOT—SADO technician
SAP—special access program
SATCOM—satellite communications

SAV—staff assistance visit
SCA—space coordination authority
SCI—sensitive compartmented information
SCIF—sensitive compartmented information facility
SD—Strategy Division
SICO—sector ICO
SEAD—suppression of enemy air defenses
SEAL—sea-air-land team
SEI—special experience identifier
SGT—strategy guidance team
SIDO—senior intelligence duty officer
SIGINT—signals intelligence
SIO—special information operations
SIPRNET—secret internet protocol router network
SITREP—situation report
SMB—system management board
SME—subject matter expert
SOAGS—Special Operations Air Ground System
SODO—senior offensive duty officer
SODOT—senior offensive duty officer technician
SOF—special operations forces
SOLE—special operations liaison element
SOTA—SIGINT operational tasking authority
SPM—system program manager
SPO—system program office
SPT—strategy plans team
SSEP—site specific engineering plan
SSO—special security officer
STE—secure telephone equipment
STO—special technical operations
STT—special tactics team
STU—secure telephone unit

TA—tactical assessment
TACC—tanker airlift control center (AMC) or tactical air control center (USMC)
TACON—tactical control
TACOPDAT—tactical operations data
TACP—tactical air control party
TACRECCE—tactical reconnaissance
TACS—theater air control system
TAES—theater aeromedical evacuation systems
TAGS—theater air/ground system
TAI—target area of interest
TAV—total asset visibility
TBM—theater ballistic missile
TBMCS—theater battle management core system
TDC—track data coordinator
TDL—tactical data link
TDO—tanker duty officers
TET—targeting effects team
THAAD—terminal high altitude area defense
TIC—troops in contact
TLAM—tomahawk land attack missile
TMD—theater missile defense
TMDN—theater missile defense net
TNL—target nomination list
TPFDD—time phased force deployment document
TSN—track supervision net
TST—time sensitive target
TTP—tactics, techniques, and process
TUC—threat updates code
TWG—threat working group
UCC—unified component commander
UMC—unit mail clerk
UMD—unit manning document

USAF—United States Air Force

USAFE—United States Air Forces Europe

USMC—United States Marine Corps

USMTF—United States message text format

USSTRATCOM—United States Strategic Command

USTRANSCOM—United States Transportation Command

UTC—unit type code

VM—vulnerability management

VPN—voice product network

VTC—video teleconferencing

WMD—weapons of mass destruction

WME—weapons of mass effect

WOE—weight of effort

WS—weapon system

WSM—weapons system manager

WST—wx specialty team

WSV—wideband secure voice

WWW—worldwide web

WX—weather

Attachment 2**AOC EQUIPMENT/SYSTEMS LIST**

The official list of approved baseline AOC equipment/systems along with additional information can be found on the AOC Portal, it's specific location can be found by contacting the lead MAJCOM AOC Programming Branch at ACC/AFC2IC/C2CP.